BC Housing

HOUSING SOLUTIONS FOR HEALTHIER FUTURES

2006/07 - 2008/09

SERVICE PLAN

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2006/07 - 2008/09

SERVICE PLAN

Letters of Presentation

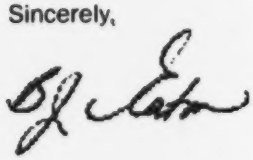
February 21, 2006

Honourable Rich Coleman
Minister of Forests and Range and
Minister Responsible for Housing
Province of British Columbia

Minister:

I have the honour of submitting to you the service plan for the British Columbia Housing Management Commission for the 2006/07 - 2008/09 planning period. This service plan was prepared in accordance with the *Budget Transparency and Accountability Act* and the government's reporting principles. It outlines the Commission's goals and objectives and identifies a framework from which we can measure and report actual performance.

Sincerely,



Brenda Eaton
Chair, Board of Commissioners

February 21, 2006

The Honourable Iona Campagnolo
Lieutenant-Governor of
the Province of British Columbia

May It Please Your Honour:

I have the pleasure of presenting the service plan of the British Columbia Housing Management Commission for the 2006/07 - 2008/09 planning period.

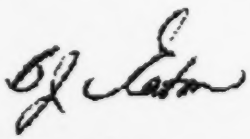
Sincerely,

Rich Coleman
Minister of Forests and Range and
Minister Responsible for Housing

Accountability Statement

The 2006/07 - 2008/09 BC Housing Service Plan was prepared under our direction in accordance with the *Budget Transparency and Accountability Act*. We are accountable for the contents of the plan, including the selection of performance measures and targets. The plan is consistent with the provincial government's priorities and overall strategic plan. All significant assumptions, policy decisions and identified risks as of February 2006 have been considered in preparing this plan. We are accountable for ensuring BC Housing achieves its specific goals and objectives identified in this plan and for measuring and reporting actual performance.

The performance targets in this plan have been determined based on an assessment of BC Housing's operating environment, forecast conditions, risk assessment and past performance.



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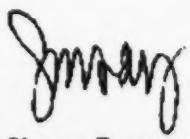

Shayne Ramsay
Chief Executive Officer, BC Housing

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Message from the Chair and Chief Executive Officer

More than ever, housing is recognized as a key determinant to a person's physical, mental and social well-being. Finding affordable and appropriate housing can be challenging in British Columbia, where we have some of the most expensive real estate in the country. Given the increased demands and limited resources for social housing, BC Housing and its partners have shifted from a broad-based approach to one focused on meeting the needs of our most vulnerable citizens.

We are increasingly focused on providing housing for households with complex social and health needs and on ensuring that tenants have access to a range of support services. An innovative, multi-partner approach is necessary to ensure the success of all of our programs.

Priority has been given to developing new units at the supportive end of the housing continuum in order to promote stability, self-reliance and independence through programs such as:

- Independent Living BC, a housing-for health partnership program designed to meet the needs of seniors and people with disabilities who require some personal assistance, but do not need 24-hour care; and
- The Provincial Homelessness Initiative is a new program that emerged from the work of the Premier's Task Force on Homelessness, Mental Illness and Addictions. It provides a comprehensive approach to homelessness, mental illness and addictions by integrating housing with the appropriate support services.

The Phoenix Centre in Surrey is the first housing and support project funded under the Provincial Homelessness Initiative to begin construction.

In addition to our work in developing new housing options, there are a number of changes to the way we deliver existing housing programs. In order to address gaps within the housing continuum, several initiatives are being undertaken to create a smoother transition from emergency housing to transitional housing and to permanent housing. One such change involves the transfer of the administration of the Emergency Shelter Program to BC Housing from the Ministry of Employment and Income Assistance. This will help to create an integrated system of housing and support and will ensure a more comprehensive approach to homelessness.

A significant change to the housing continuum comes as a result of the agreement with the federal government to devolve the administration of the federal portfolio of about 17,600 social housing units to BC Housing. This represents a tremendous opportunity to harmonize various programs and reduce the administrative burden for housing providers. Devolution also provides opportunities to look at the redevelopment of the existing housing stock.

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Recognizing that rent assistance in the private market is a fundamental component of the housing continuum, funding for the Shelter Aid for Elderly Renters program (SAFER) has almost doubled in order to increase rent ceilings and extend eligibility to seniors who own manufactured homes and rent the site they occupy. This means that many existing recipients are receiving higher benefits, and thousands of additional low-income seniors are now eligible for SAFER.

Our operating environment is affected by many of the same constraints as in the private sector, such as the rising costs of utilities, insurance and construction. A risk-management approach is used to assess challenges and determine the appropriate strategies to respond. As well, many developments in our portfolio are aging, necessitating maintenance and improvement programs to ensure that this housing meets the future needs of our tenants.

The goals and objectives in this plan cover the period from April 1, 2006 to March 31, 2009. This plan defines the role we play in responding to the needs of vulnerable individuals in communities across the province and outlines the performance framework from which we measure our success. It is through the commitment of our employees that we will continue to make a positive difference in the lives of vulnerable British Columbians.

Brenda Eaton
Chair

Shayne Ramsay
Chief Executive Officer

BC Housing

STRATEGIC CONTEXT

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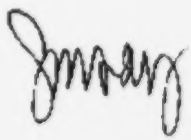


Shayne Ramsay
Chief Executive Officer

BC Housing

STRATEGIC CONTEXT

Organizational Overview

OUR MANDATE

The British Columbia Housing Management Commission (BC Housing) was created in 1967 through an Order-in-Council under the *Housing Act* to fulfill the government's commitment to the development, management and administration of subsidized housing.

OUR VISION AND MISSION

OUR VISION:
Housing solutions for healthier futures.

OUR MISSION:
Creating the best system of housing and support for vulnerable British Columbians.

OUR CORE VALUES

The following values are reflected in all aspects of our performance. We believe that each and every person at BC Housing has a role to play in integrating these values into our day-to-day activities and ensuring our success as an organization in delivering our mandate.

INTEGRITY:
We are open, fair and honest in our decisions and interactions with clients, government, the public and each other.

RESPECT:
We treat all people with respect and dignity. BC Housing respects community leadership and relies on local expertise to find solutions to serve those in need.

COMMITMENT:
We are committed to making a positive difference in the lives of others by ensuring that BC Housing employees are professional and engaged.

SERVICE:
We provide accessible, equitable and responsive service to our clients, housing partners and colleagues by responding to their individual needs.

ACCOUNTABILITY:
We are conscious of how we spend taxpayers' dollars. We work to ensure accountability to clients, government and the public through effective and efficient delivery of programs and services.

The Housing System

Based on the 2001 Census, British Columbia's population is 3.9 million comprising approximately 1.5 million households who predominately own or rent homes in the private market. There are some households, however, who are unable to find suitable housing in the private market because of a combination of factors. In many cases, households spending 50 per cent or more of their income on rent are considered to be in the worst-case need, and at risk of economic eviction or homelessness. BC Housing and its partners focus their resources on assisting this population.

Government-assisted housing in British Columbia is administered by BC Housing and targeted to lower-income households, many of whom have complex housing and health needs. Fundamental to our programs and services is assistance to those in crisis, such as women with their children fleeing abuse, as well as individuals with chronic health issues including frail and aging seniors; persons with mental illness, addictions and physical disabilities; and individuals who are homeless or at risk of homelessness. By the end of 2006/07, government-assisted programs will help more than 83,900 households or almost six per cent of the total households in British Columbia.

The map below shows BC Housing's service regions. Using 2001 Census data, the tables show the general distribution of approximately 69,000 households paying 50 per cent or more of their income on rent and those assisted through the current inventory of subsidized units.

PROVINCE OF BRITISH COLUMBIA

LOWER MAINLAND WEST	
Total Number of Households[1]	380,770
Households spending >50% of their income on rent[2]	23,000
Households assisted through subsidized housing	29,400

LOWER MAINLAND EAST	
Total Number of Households[1]	472,485
Households spending >50% of their income on rent[2]	19,200
Households assisted through subsidized housing	23,150

INTERIOR	
Total Number of Households[1]	291,125
Households spending >50% of their income on rent[2]	12,000
Households assisted through subsidized housing	13,040

NORTHERN	
Total Number of Households[1]	93,055
Households spending >50% of their income on rent[2]	4,000
Households assisted through subsidized housing	4,330

VANCOUVER ISLAND	
Total Number of Households[1]	225,850
Households spending >50% of their income on rent[2]	11,000
Households assisted through subsidized housing	14,000

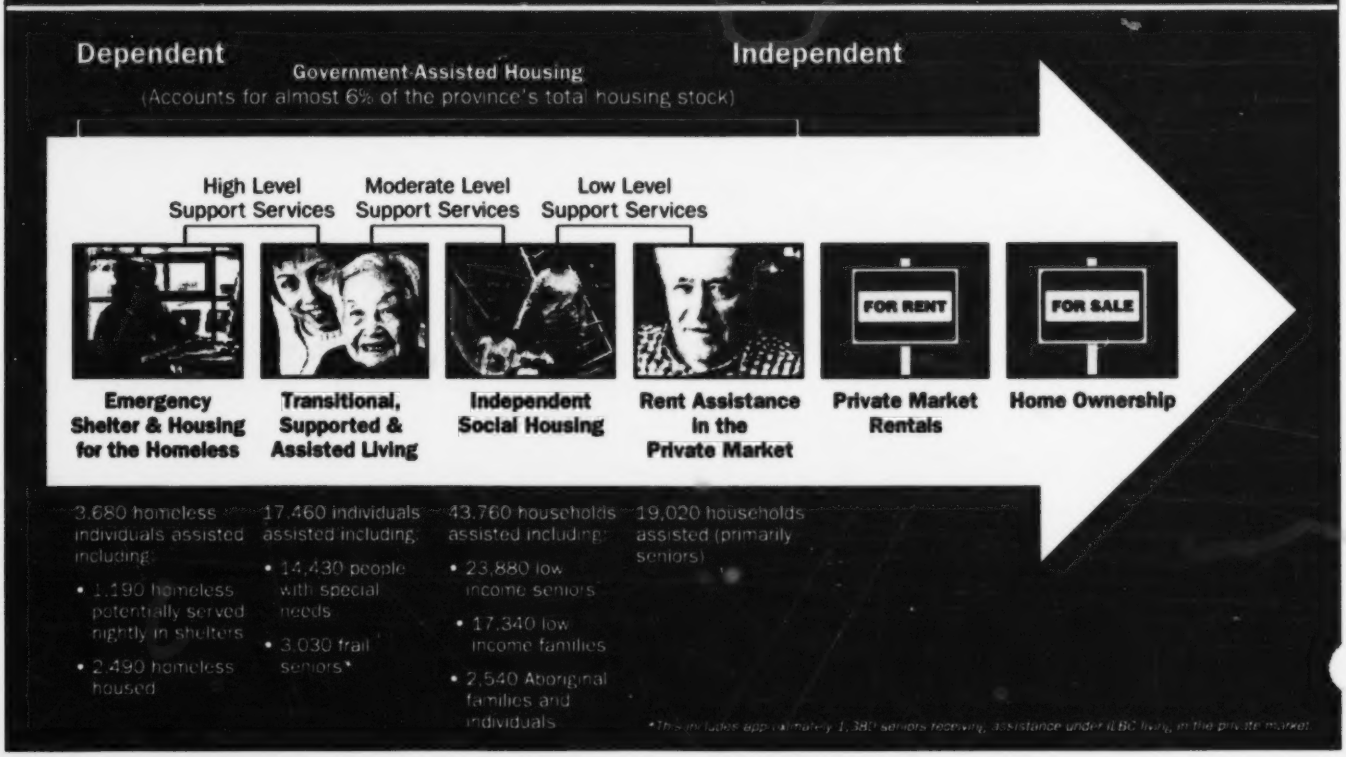
[1] based on 2001 Census data
[2] based on 2001 Census data (these figures are rounded)

Who We Serve

Housing vulnerability arises from a combination of factors. Some of these factors are housing-related such as affordability, availability and suitability, and others are related to life events including disabilities, health issues, social exclusion, joblessness and a breakdown of relationships. The range of available shelter and housing options can be described as a continuum. In order to help people to move along the continuum and out of emergency or transitional situations (i.e. homeless) to more stable situations (i.e. housed), a combination of housing and supports is needed. In order to create a more comprehensive approach to the continuum of housing and support services, the responsibility for the administration of emergency shelters and cold wet weather beds was transferred from the Ministry of Employment and Income Assistance to BC Housing last year. The continuum also provides reintegrative strategies that assist individuals in gaining economic and social independence.

BC Housing works with various partners, including non-profit housing providers, the private sector, other levels of government, health authorities and community agencies to increase affordable housing options for vulnerable British Columbians. Frail seniors, people at risk of homelessness, people with mental illnesses and physical disabilities, those with drug and alcohol addictions, Aboriginals, youth and families, including women with their children fleeing abusive relationships, represent some of the most vulnerable groups in our society. They need more than a roof over their heads: they need housing with support services in order to lead healthier lives and be a part of their communities. By 2006/07, it is anticipated that government-assisted housing will help more than 83,900 households across the province with the majority of this housing being targeted to those who are most vulnerable.

HOUSEHOLDS ASSISTED BY THE CONTINUUM OF HOUSING AND SUPPORT SERVICES


Dependent
Independent
Government-Assisted Housing
(Accounts for almost 6% of the province's total housing stock)
High Level Support Services
Moderate Level Support Services
Low Level Support Services
FOR RENT
FOR SALE
Emergency Shelter & Housing for the Homeless
Transitional, Supported & Assisted Living
Independent Social Housing
Rent Assistance in the Private Market
Private Market Rentals
Home Ownership
3,680 homeless individuals assisted including:
• 1,190 homeless potentially served nightly in shelters
• 2,490 homeless housed
17,460 individuals assisted including:
• 14,430 people with special needs
• 3,030 frail seniors*
43,760 households assisted including:
• 23,880 low income seniors
• 17,340 low income families
• 2,540 Aboriginal families and individuals
19,020 households assisted (primarily seniors)
*This includes approximately 1,380 seniors receiving assistance under a BC living in the private market

How We Serve Vulnerable British Columbians

DELIVERY PARTNERS

Under the current delivery system, housing assistance is provided through a number of mechanisms including public, non-profit and co-operative housing, as well as through rent assistance to people living in the private rental market. BC Housing provides financial, administrative and technical support to its delivery partners, in addition to administering long-term operating agreements and the provision of housing subsidies. These agreements set out the operating and financial targets from which non-profit, co-operative and private sector delivery partners ensure that their housing is well-managed and well-maintained. Within this relationship, BC Housing's role is one of stewardship and accountability.

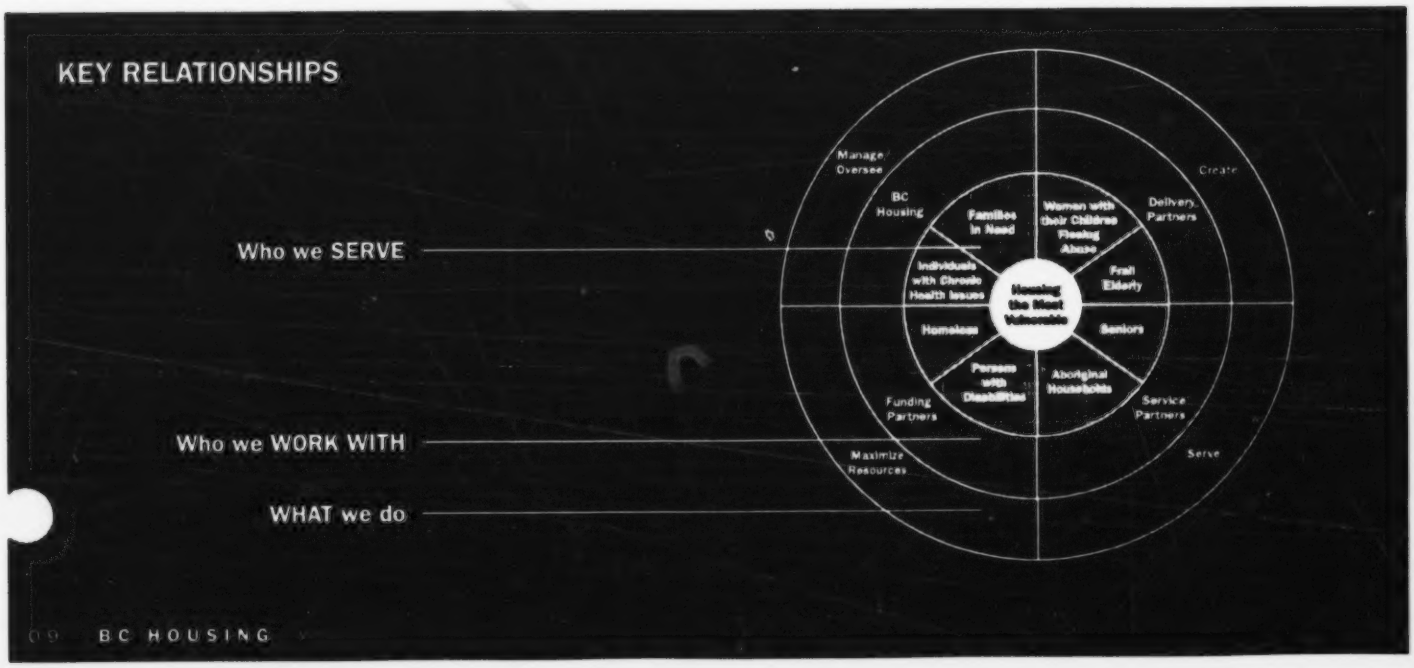
SERVICE PARTNERS

In responding to the needs of British Columbians, access to housing must often be combined with other support services (e.g. income support, health, education, employment, skills training). In response to the needs of tenants, BC Housing has engaged in innovative service partnerships that integrate housing and support services. These service partnerships involve other levels of government, health authorities and local service providers who provide assistance to tenants.

FUNDING PARTNERS

The magnitude of investment required to create new housing necessitates a partnership model. No one level of government can do it alone. Given this shared responsibility, a public-private partnership model for the development of new housing combines funds from all levels of government and leverages private, non-profit and charitable sources. Once built, funding for the ongoing delivery of government-subsidized housing comes from a number of different partners including BC Housing and other provincial ministries/agencies, the federal government and revenue generated from tenant rent, land leases and other sources.

he following diagram illustrates BC Housing's relationships with our key partners and how we work together to provide housing options. Every aspect of our business is centred on our clients. Using this client-centred approach, and in co-operation with our partners, BC Housing creates, manages and maximizes resources in order to ensure that housing needs are met for vulnerable British Columbians.



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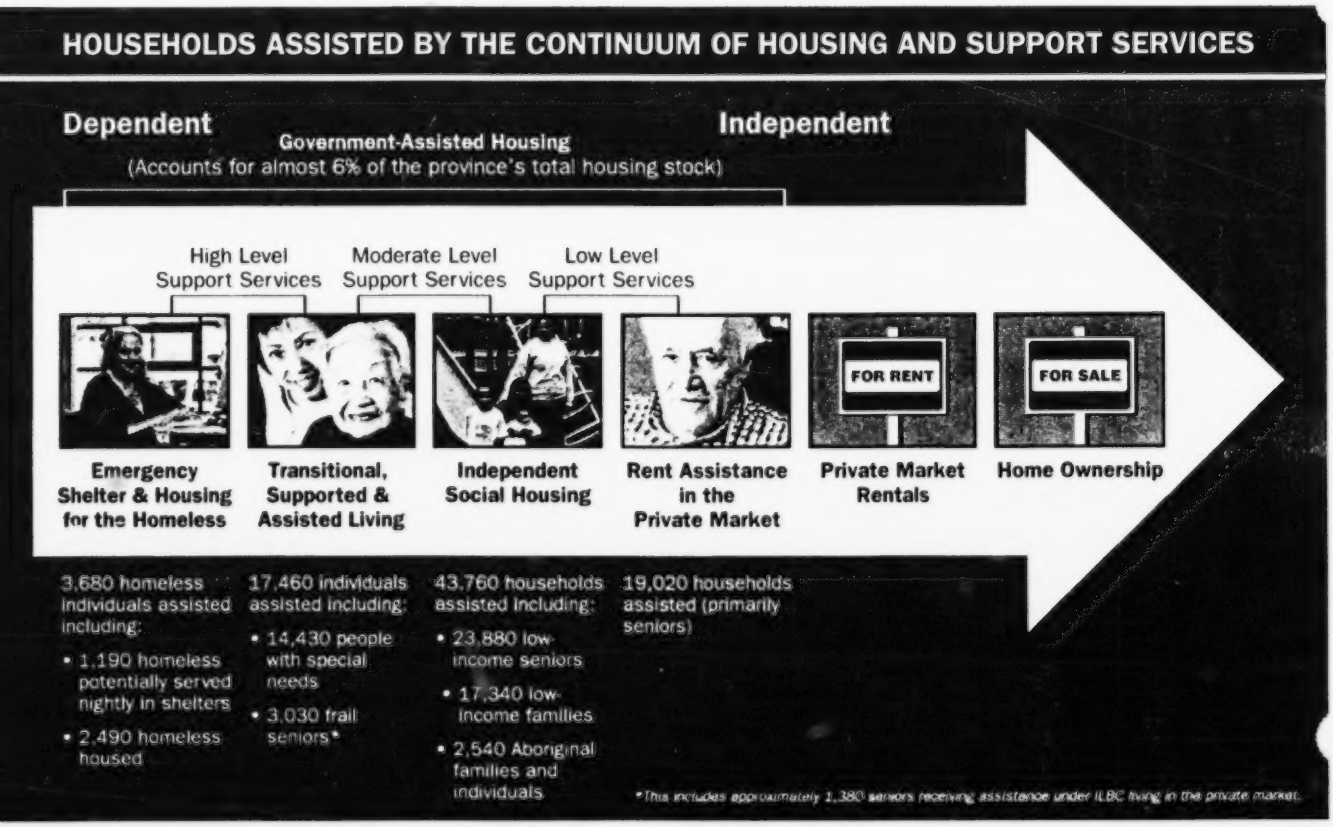
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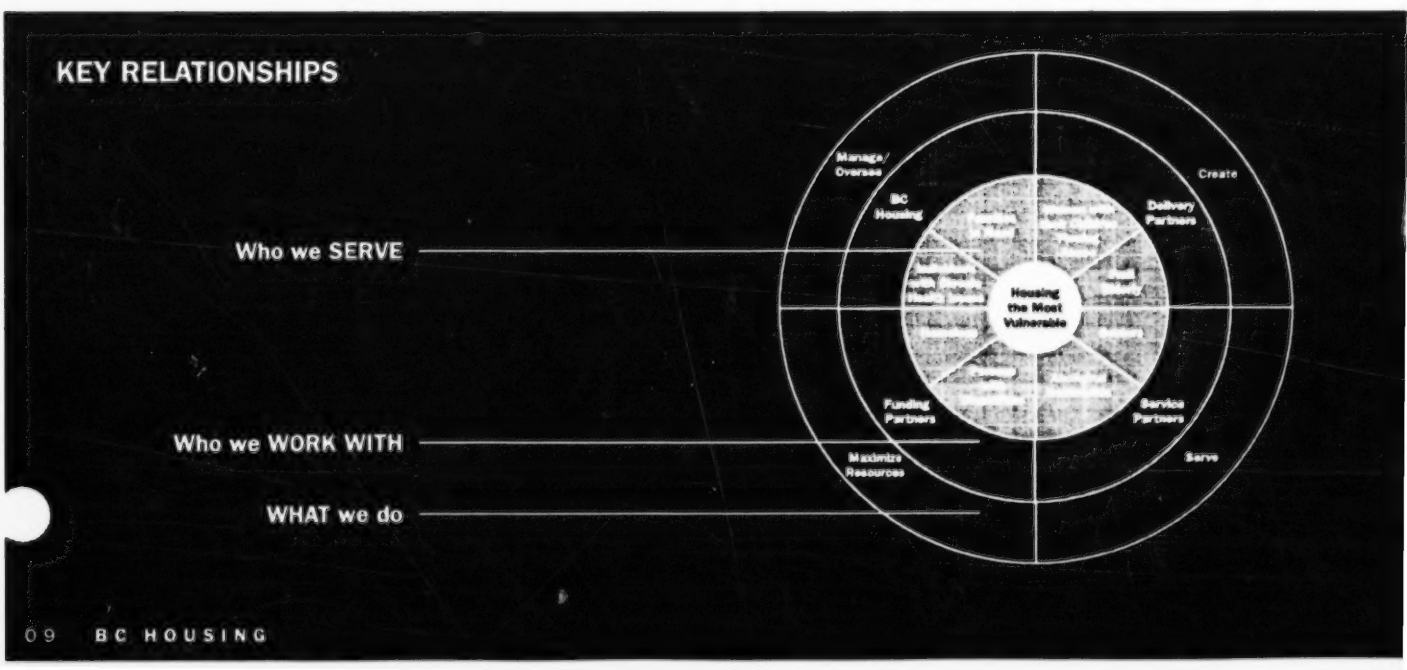

Housing assistance provided through BC Housing reflects the full continuum of options from emergency shelters to rent assistance for households living in the private rental market.

The number of units will increase as construction reaches completion under the Independent Living BC program (ILBC), the Provincial Homelessness Initiative (PHI), the Community Partnership Initiatives (CPI) and the Provincial Housing Program (PHP). The Shelter Aid for Elderly Renters program (SAFER) will also ensure that more seniors are able to afford housing in the private sector. Together these programs and initiatives provide a continuum of housing and support options to respond to the needs of vulnerable British Columbians.

PARTNERS PROVIDING HOUSING AND SUPPORT SERVICES ALONG THE HOUSING CONTINUUM

Dependent → **Independent**

Emergency Shelter & Housing for the Homeless

3,680 units

130 developments in 47 communities through 80 providers

Additional units to be created through Provincial Homelessness Initiative and Community Partnership Initiatives

Transitional, Supported & Assisted Living

17,460 units

1,015 developments in 105 communities through 339 providers

Additional units to be created through Independent Living BC, Community Partnership Initiatives and the Provincial Housing Program

Independent Social Housing

43,760 units

1,694 developments in 166 communities through 514 non-profit and co-op providers including public housing managed by BC Housing

Rent Assistance in the Private Market

19,020 units

in 211 communities across a broad mix of private market developments

Private Market Rentals

Home Ownership

See Appendix C for additional information on key relationships and service delivery partners.

Core Business Activities

In 2005, BC Housing undertook a review of its goals, objectives, strategies and measures in order to create a sharper focus along sectoral lines; create greater alignment with a few critical aspects of its performance; strengthen its reporting and measurement framework; and establish stronger linkages with government key strategies. As a result of this process, there were four key goals identified:

1. **Respond to gaps in the housing continuum;**
2. **Protect and manage existing housing for the long term;**
3. **Provide access to appropriate housing and services for vulnerable British Columbians;**
4. **Organizational excellence.**

The chart below describes how these goals fit with BC Housing's core business activities and government's key strategic directions. It also sets out a number of key objectives related to each of the goals.

GOVERNMENT'S STRATEGIC GOAL

Building the best system of support in Canada for persons with disabilities, those with special needs, children at risk and seniors.

	Increasing Housing Options	Maintaining and Administering Existing Housing	Providing Client Services	Delivering Services Cost-Effectively
Key Activities	Create	Manage/ Oversee	Serve	Maximize Resources
Objectives	Increasing Housing Options Adapt Existing Stock to Target Resources to the Most Vulnerable	Maintain the Quality of Existing Assets Adequate Provision for Future Requirements	Ease of Access to Housing Available Housing Targeted to the Most Vulnerable	Financial and Operating Success High Level of Employee Engagement
Goals	Respond to Gaps in the Housing Continuum	Protect and Manage Existing Housing for the Long Term	Provide Access to Appropriate Housing and Services for Vulnerable British Columbians	Organizational Excellence

Housing needs met for the most vulnerable British Columbians

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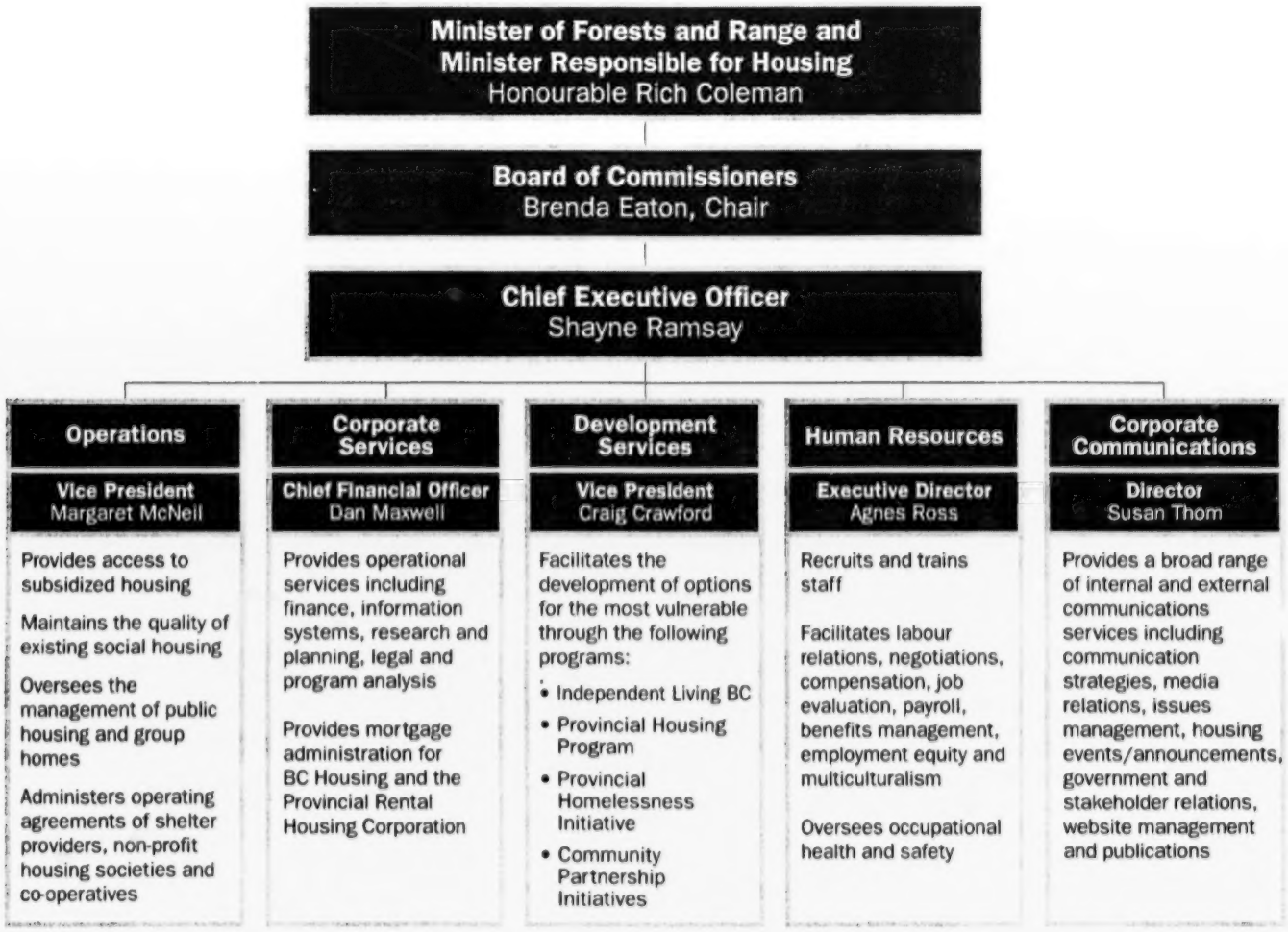
Objectives	Increasing Housing Options Adapt Existing Stock to Target Resources to the Most Vulnerable	Maintain the Quality of Existing Assets Adequate Provision for Future Requirements	Ease of Access to Housing Available Housing Targeted to the Most Vulnerable	Financial and Operating Success High Level of Employee Engagement
Goals	Respond to Gaps in the Housing Continuum	Protect and Manage Existing Housing for the Long Term	Provide Access to Appropriate Housing and Services for Vulnerable British Columbians	Organizational Excellence

Housing needs met for the most vulnerable British Columbians

Organizational Chart

The following chart highlights BC Housing's key service areas and the responsibilities and accountabilities in each area.


Minister of Forests and Range and Minister Responsible for Housing
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Board of Commissioners
Brenda Eaton, Chair
Chief Executive Officer
Shayne Ramsay
Operations
Vice President
Margaret McNeil
Provides access to subsidized housing
Maintains the quality of existing social housing
Oversees the management of public housing and group homes
Administers operating agreements of shelter providers, non-profit housing societies and co-operatives
Corporate Services
Chief Financial Officer
Dan Maxwell
Provides operational services including finance, information systems, research and planning, legal and program analysis
Provides mortgage administration for BC Housing and the Provincial Rental Housing Corporation
Development Services
Vice President
Craig Crawford
Facilitates the development of options for the most vulnerable through the following programs:
• Independent Living BC
• Provincial Housing Program
• Provincial Homelessness Initiative
• Community Partnership Initiatives
Human Resources
Executive Director
Agnes Ross
Recruits and trains staff
Facilitates labour relations, negotiations, compensation, job evaluation, payroll, benefits management, employment equity and multiculturalism
Oversees occupational health and safety
Corporate Communications
Director
Susan Thom
Provides a broad range of internal and external communications services including communication strategies, media relations, issues management, housing events/announcements, government and stakeholder relations, website management and publications

RELATIONSHIP TO THE PROVINCIAL RENTAL HOUSING CORPORATION

The Provincial Rental Housing Corporation (PRHC) was incorporated in 1973 under the *Business Corporations Act* and exists solely as BC Housing's land-holding company. PRHC buys, holds and disposes of provincially-owned social housing properties, and leases residential properties to non-profit societies and co-operatives. As of March 31, 2005, PRHC held properties with an original cost of over $400 million.

The Minister responsible for Housing is the sole shareholder of PRHC. Because of its relationship with BC Housing, PRHC is administered by BC Housing. To ensure the appropriate governance links between the two entities, senior management of BC Housing serve as PRHC's Directors. PRHC does not employ any staff.

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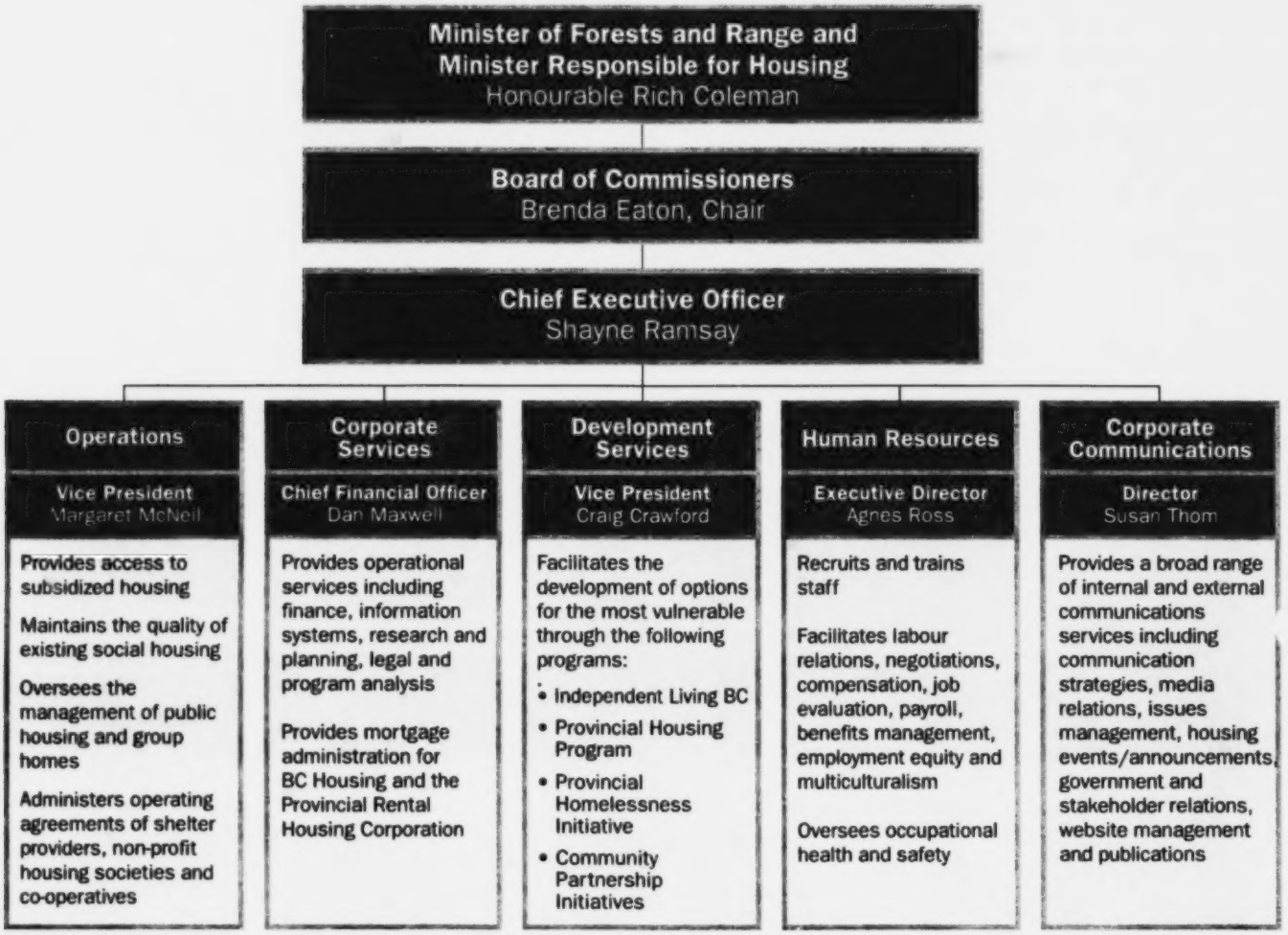
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Governance

BC Housing is accountable to government through a Board of Commissioners appointed by the Lieutenant-Governor in Council. The Chair and sole board member is Brenda Eaton. The Board of Commissioners, in co-operation with senior management, sets the strategic directions for the organization based on the province's planning and reporting principles. The Board incorporates best practices into its governance procedures as guided by the BC Governance and Disclosure Guidelines for Governing Boards of Public Sector Organizations.

CODE OF CONDUCT

The Board of Commissioners adheres to the following standards of conduct when exercising its powers and performing the functions of the organization:

- Act honestly, in good faith, and in the best interests of BC Housing;
- Exercise care, skill and diligence in decision making; and,
- Follow ethical standards in order to avoid real or apparent conflict of interest between Commissioners' private interests and the interests of BC Housing.

The Board and BC Housing's staff are required to comply with BC Housing's Standards of Conduct policy.

Alignment with Government's Goals

Among the priorities identified in the provincial government's 2005/06 - 2007/08 Revised Service Plan is the goal of building the best system of support in Canada for persons with disabilities, those with special needs, children at risk and seniors. This goal reinforces the government's commitment to building a strong social safety network for the most vulnerable. Housing represents an important part of the safety net.

BC Housing aligns its business activities with government's housing priorities and reports to the Minister of Forests and Range and Minister responsible for Housing. A key component of the governance framework is the Shareholder's Letter of Expectations. This letter is signed by the Minister and Chair and is designed to ensure a mutual understanding between the shareholder and BC Housing on key governance issues, corporate mandate, core services, public policy issues, strategic priorities and performance expectations. As set out in BC Housing's Shareholder's Letter of Expectations, BC Housing's priority is to fulfill the government's commitment to meeting the housing needs of vulnerable British Columbians. We meet this priority by providing housing and ensuring that available housing is targeted to those in the greatest need.

The following chart reflects the alignment between the government's key strategic directions and BC Housing's goals and objectives.

GOVERNMENT'S STRATEGIC GOAL

Building the best system of support in Canada for persons with disabilities, those with special needs, children at risk and seniors.

SHAREHOLDER'S LETTER OF EXPECTATIONS

BC Housing's priority is to fulfill the government's commitment to meeting the housing needs of vulnerable British Columbians. This is accomplished by ensuring effective planning for, and management and delivery of, housing programs and services within BC Housing's 2006/07 budget as well as the budget targets and ministry transfers in the BC Housing 2006/07 - 2008/09 Service Plan by:

- working in partnership with provincial health authorities, non-profit and private sector, local governments and others to deliver the Independent Living BC program;
- completing the Provincial Housing Program by 2006/07;
- working with other provincial ministries and health authorities to establish long-term housing and support services to respond to the needs of homeless/at risk individuals;
- harmonizing the federal social housing portfolio with the provincial social housing portfolio;
- supporting Aboriginal capacity building in the area of housing and transferring administration of additional housing units to the Aboriginal Housing Management Association;
- initiating comprehensive re-development plans for appropriate subsidized housing sites to further the objectives of the provincial housing strategy; and
- improving access to, and maximizing the use of, public housing for those with complex housing and health needs.

BC HOUSING'S GOALS AND OBJECTIVES

Goal:	**Respond to gaps in the housing continuum**	**Goal:**	**Provide access to appropriate housing and services for vulnerable British Columbians**
Objective:	Increasing housing options Adapt existing stock to target resources to the most vunerable	Objectives:	Ease of access to housing Available housing targeted to the most vulnerable
Goal:	**Protect and manage existing housing for the long term**	**Goal:**	**Organizational excellence**
Objectives:	Maintain the quality of existing assets Adequate provision for future requirements	Objectives:	Financial and operating success High level of employee engagement

Planning Context and Key Strategic Issues

The goals, objectives, strategies and measures in the BC Housing 2006/07 - 2008/09 Service Plan are influenced by many external factors. The following is a summary of internal and external challenges, and opportunities that could affect BC Housing's ability to meet the goals, objectives and targets in this plan. A risk-management approach is used to assess challenges and opportunities, and to determine the appropriate strategies for responding.

CHALLENGES

Market Pressures

- British Columbia experiences many of the same housing affordability challenges as other parts of the country. This includes vacancy rates in many communities that remain below three per cent, the level that is typically considered the benchmark of a balanced rental market. In addition, while there is a significant amount of housing construction in B.C. at present, very little of it is new rental housing.

Changing Demographics and Client Needs

- The changing socio-demographic profile of households represents a significant challenge with the number of senior-led households expected to increase from 246,000 in 2001 to 397,418 by 2021, according to estimates published by BC Stats under P.E.O.P.L.E. Projection 29. These demographic changes are putting pressure on the social housing stock where almost 33,000 tenants are seniors.

Increasing Levels of Homelessness

- There are a number of challenges to finding appropriate housing for people with mental and physical disabilities, some of whom are homeless or at risk of homelessness, and require support and assistance to achieve stability and independence in their living environment.

Maintenance of the Social Housing Portfolio

- A significant portion of the existing social housing stock is aging. Maintenance and capital replacement costs will need to be increased for some buildings in order to maintain them to current health and safety standards. Redevelopment of these sites will be necessary to better serve vulnerable clients in the long term.

- A number of newer social housing developments have been experiencing building envelope failures with approximately 270 buildings identified to date, at a total estimated repair cost of approximately $220 million.

Resource Constraints

- The demand for affordable housing far exceeds the supply of resources as indicated by the more than 14,000 applicants currently listed in The Housing Registry, BC Housing's database of housing providers and applicants. Therefore, limited housing resources must be used as efficiently and effectively as possible, to ensure that those in the greatest housing need are given priority.

OPPORTUNITIES

Inter-Ministerial Co-ordination and Collaboration

- As part of the Premier's Task Force on Homelessness, Mental Illness and Addictions, BC Housing has been working in partnership with provincial ministries and health authorities to develop permanent, long-term housing and outreach strategies to respond to homelessness and the needs of those who are most vulnerable.

Enhanced Federal-Provincial Relationship

- The federal government's re-entry into housing through the Canada-BC Affordable Housing Agreement (Phases I and II) has provided the province with important partnership opportunities. Through this agreement, the federal government will contribute $130 million to affordable housing in British Columbia. Additional funding under another phase of this agreement is anticipated in this service plan.

- The federal government wil transfer the administration of the federal social housing portfolio to BC Housing in 2006 through a devolution agreement. Devolution creates the potential for redevelopment and conversion of social housing in keeping with the B.C. government's housing priorities, as well as increased administrative and operational efficiencies.

Public-Private Partnerships (P3)

- BC Housing has entered into a number of innovative partnership initiatives with municipalities, non-profit societies, the private sector and other housing partners, which have leveraged the creation of additional housing units outside of the traditional program approach. These partnerships have been designed to respond to local housing challenges and have created additional units without the need for ongoing operating subsidies.

Effective Management Strategies

- BC Housing is actively engaged in identifying strategies to streamline and improve program administration, reduce costs and promote sustainability. Initiatives expected to realize considerable efficiencies and cost savings over the next three years include the exploration of various alternative service delivery strategies based on best business cases, bulk gas and insurance purchasing, and the strategic investment of replacement reserve balances as a means of maximizing revenue.

- The provincial government transferred responsibility for the administration of emergency shelters and cold wet weather beds from the Ministry of Employment and Income Assistance to BC Housing on October 31, 2005. This administrative change will allow for an integration of emergency housing with the housing programs and services provided by BC Housing in order to better support those who are homeless and/or formerly homeless. Harmonizing the housing portfolio and finding administrative efficiencies between housing and shelter programs are key priorities in this transition.

Sound Sustainability Practices

- BC Housing is committed to sustainability. Wherever possible, we evaluate environmental impacts while considering fiscal and operational needs by employing sustainable practices in our community planning and consumption of materials and energy. BC Housing has also initiated a significant energy retrofit review and is a recognized BC Hydro Power Smart Partner.

BC Housing

PERFORMANCE MEASUREMENT FRAMEWORK

Performance Measurement Framework

The framework below sets out the key performance measures for this planning period. Data to support these measures are captured through BC Housing's information and reporting systems and through specific business processes and practices. The results are tracked and reported quarterly through a Quarterly Accountability Report prepared for senior management. These measures were developed through BC Housing's strategic planning process and in consultation with the Board of Commissioners. Changes in the goals, objectives, measures and targets are reported in this section and explained in more detail in Appendix A.

LINKING OUR GOALS AND RESULTS

Core Business Areas	Goals	Objectives	Measures
Increasing housing options	Respond to gaps in the housing continuum (Revised)	Increasing housing options (Revised)	Number of new units/beds created in priority areas (Revised)
		Adapt existing stock to target resources to the most vulnerable (New)	Number of existing units adapted to higher priority needs (New)
Maintaining and administering existing housing	Protect and manage existing housing for the long term	Maintain the quality of the existing assets	Percentage of clients reporting satisfaction with the quality and safety of their housing
			Percentage of social housing developments meeting "best management practices"
		Adequate provision for future requirements	Percentage of social housing developments with adequate replacement reserve plans (Revised)
Providing client services	Provide access to appropriate housing and services for vulnerable British Columbians (New)	Ease of access to housing (Revised)	Percentage of nights where shelters are at full occupancy (New)
			Percentage of new applicants reporting satisfaction with the process
		Available housing targeted to the most vulnerable	Percentage of clients belonging to priority groups (Revised)
Delivering services cost-effectively	Organizational excellence (New)	Financial and operating success (Revised)	Controllable administration costs as percentage of program delivery costs (Revised)
			Per-square-foot construction costs
		High level of employee engagement (New)	Employee engagement index (New)

Goal 1

Respond to Gaps in the Housing Continuum

BC Housing responds to gaps in the housing continuum by expanding the range of options through new construction, the conversion and redevelopment of existing sites, and the provision of rent assistance for households in the private market. By 2008/09, it is estimated that approximately 85,500 households across British Columbia will be assisted through the housing programs and services offered by BC Housing. This includes more than 17,600 households currently living in the federal government's housing stock, which will be transferred to BC Housing in 2006/07. Current strategies for responding to gaps in the housing continuum include increasing housing options through a range of programs and adapting the existing stock to target limited resources to those who are most vulnerable. The following reflect some of the key programs and initiatives in place for increasing housing options:

- **Independent Living BC (ILBC):** A housing-for-health partnership program for seniors and people with disabilities who require some personal assistance but do not need 24-hour facility care. By 2008/09 it is anticipated that 4,048 units of ILBC will have been completed under Phase I and II of the program with BC Housing providing $36.8 million annually to subsidize the housing component. ILBC is part of the government's commitment to create 5,000 long-term and intermediate care spaces by 2008.

- **Provincial Homelessness Initiative (PHI):** This initiative emerged from the work of the Premier's Task Force on Homelessness, Mental Illness and Addictions. Under this program, transitional housing will be created for individuals who are homeless or at risk of homelessness.

- **Provincial Housing Program (PHP):** This program helped create more than 8,000 units of new non-profit and co-op housing since it was first introduced with the final units reaching completion in 2006/07. This housing provides safe, secure and affordable housing for vulnerable families and individuals.

- **Community Partnership Initiatives (CPI):** BC Housing also supports innovative strategies and initiatives through the provision of one-time grants, access to consulting services, project development funding, and construction and long-term financing. This initiative has helped to create housing without the need for ongoing operating subsidies for vulnerable client groups.

In addition, BC Housing provides $43.8 million in rent assistance to households in the private market. This includes seniors receiving assistance under the province's expanded SAFER program and through the Independent Living BC program. These programs help give seniors the assistance that they need to remain in their community in existing private rental housing.

Together these programs provide a continuum of housing options that addresses a variety of housing and support needs.

A public-private partnership approach is used to create all new subsidized housing where developments are designed and built by the private sector, and owned and managed by private, non-profit or co-operative housing providers. During the development phase, BC Housing acts as a facilitator and conducts due diligence activities. Once completed, BC Housing often subsidizes the ongoing operation of this housing and monitors performance.

The Smith-Yuen apartments are an example of a BC housing development completed in partnership with the Katherine Sanford Housing Society.

Katherine Sanford Housing Society
Ongoing operations
The Katherine Sanford Housing Society has extensive experience in property management and the development of community housing for individuals with a mental illness in the Greater Vancouver region.

Province of British Columbia
$10.9 million ongoing subsidy over 35 years (BC Housing)

Federal Government
$1.53 million capital grant (Canada - BC Affordable Housing Agreement)

SMITH-YUEN APARTMENTS
$8,460,911 total capital cost
The Smith-Yuen apartments in Vancouver's Downtown Eastside feature 52 self-contained one-bedroom apartments for seniors with low incomes and serious, persistent mental illnesses.

City of Vancouver
$81,000 in reduced levies
$208,750 lease write-down

Vancouver Coastal Health Authority
$698,361 capital grant and ongoing operational funding for personal care services

Objective: Increasing Housing Options (Revised)

MEASURE	FORECAST	TARGETS		
	2005/06	2006/07	2007/08	2008/09
Number of new units/beds created in priority areas[1]	1,250	1,997	984	610

Objective: Adapt Existing Stock to Target Resources to the Most Vulnerable (New)

MEASURE	FORECAST	TARGETS		
	2005/06	2006/07	2007/08	2008/09
Number of existing units adapted to higher priority needs[1]	New measure	240	265	290

[1] *The targets reflect funding approvals as of January 2006. The targets will be revised when additional funding is confirmed.*

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Goal 1

Respond to Gaps in the Housing Continuum

IMPORTANCE OF THE MEASURES AND TARGETS

Measure: Number of New Units/Beds Created in Priority Areas (Revised)

This measure reflects the number of new units or beds expected to be added throughout the housing continuum. The targets are based on the number of units expected to reach completion during the planning period. This measure was revised to include the addition of emergency shelter beds now funded by BC Housing.

Measure: Number of Existing Units Adapted to Higher Priority Needs (New)

This measure reflects the number of existing units within the social housing portfolio that have been adapted or re-targeted to serve a higher priority group. Typically this involves providing access to housing and establishing formalized partnerships with groups and agencies in the community who are able to provide the necessary support services. The targets include estimates based on historical data related to BC Housing's Health Services and priority placement programs as well as future plans related to other partnerships and initiatives in the community.

Future Plans

BC Housing will continue to target limited resources to individuals who are most vulnerable. Priority groups include frail and aging seniors as well as those who are homeless or at risk of homelessness. BC Housing also continues to work with other government ministries and agencies to provide management support for the development of group homes and residences for individuals with special needs, and in the delivery of 1,192 year-round and cold wet weather beds through the province's Emergency Shelter Program. Identifying opportunities to adapt the existing stock to better serve the needs of vulnerable families and individuals is an important future priority for responding to existing and emerging needs.

Limitations/Constraints

BC Housing's ability to increase the supply of subsidized housing or emergency shelter beds is constrained by funding levels and influenced by a number of factors such as local market conditions, interest rates, construction costs and access to land. BC Housing's ability to adapt the existing housing stock is also dependent on finding suitable partnership opportunities in the community to ensure that appropriate services and supports are in place.

Goal 2

Protect and Manage Existing Housing for the Long Term

The current inventory of social housing is delivered through a number of different funding programs and service delivery models including emergency shelters, transitional, supported and assisted living, and independent social housing. BC Housing's role is to ensure this housing is well-managed and well-maintained over the long term. BC Housing also provides financial, administrative and technical support to non-profit and co-op housing providers, and oversight through long-term operating agreements.

In 2006/07, approximately $252.5 million or almost 67 per cent of BC Housing's budget is allocated to subsidies to support non-profit housing providers. In working with the non-profit and co-op housing sectors, BC Housing's role is one of stewardship and accountability with an emphasis on ensuring that tenants are satisfied with the quality and safety of their housing and that "best management practices" are employed. Key strategies include ensuring provisions to preserve and maintain the stock over the longer term.

Objective: Maintain the Quality of the Existing Assets

MEASURES	FORECAST	TARGETS		
	2005/06	2006/07	2007/08	2008/09
Percentage of clients reporting satisfaction with the quality and safety of their housing	84%	84% or better	84% or better	84% or better
Percentage of social housing developments meeting "best management practices"	95%	95% or better	95% or better	95% or better

Objective: Adequate Provisions for Future Requirements

MEASURE	FORECAST	TARGETS		
	2005/06	2006/07	2007/08	2008/09
Percentage of social housing developments with adequate replacement reserve plans	New measure	85% or better	85% or better	90% or better

IMPORTANCE OF THE MEASURES AND TARGETS

Measure: Percentage of Clients Reporting Satisfaction with the Quality and Safety of their Housing

This measure helps verify that the tenants living in public housing are receiving the services and supports they need. It also helps determine if the housing provided is well-managed and well-maintained by tracking the percentage of tenants reporting satisfaction with their housing. To date, BC Housing has received a satisfaction rating of 84 per cent. The 2006/07 - 2008/09 targets have been increased to reflect BC Housing's desire to maintain or improve its performance in this regard.

Measure: Percentage of Social Housing Developments Meeting "Best Management Practices"

Financial and operating standards are set out in operating agreements with housing providers. In some cases, a housing provider or housing development may experience difficulties in meeting the established standards. This measure gauges the extent to which developments and housing providers across the social housing portfolio have been successful in meeting the established standards. The target is consistent with performance in previous years, and is set such that no more than five per cent of existing social housing developments are in need of improvement.

Goal 2

Protect and Manage Existing Housing for the Long Term

Measure: Percentage of Social Housing Developments with Adequate Replacement Reserve Plans (Revised)

Given the important role social housing plays in responding to the ongoing needs for housing and the need to protect public investments, this measure ensures appropriate provisions to preserve and maintain the existing social housing over the long term. Under most operating agreements, provisions are made to fund future replacement costs over the life of the building. This measure reports on the adequacy of replacement reserve plans developed and submitted by housing providers.

Future Plans

BC Housing will continue to explore cost-effective, efficient and culturally-sensitive solutions to meet local needs. Existing building and unit audits as well as third-party studies suggest that the current condition of the social housing stock is adequate; however, as the portfolio ages, redevelopment, regeneration and retrofit initiatives will be required to optimize the use of these assets to better serve the needs of tenants. In addition, the transfer of administrative responsibility for the federal social housing portfolio to BC Housing presents opportunities to better serve the needs of the most vulnerable British Columbians, and increase administrative and operational efficiencies. In future, BC Housing will explore ways to extend the collection of tenant feedback to the non-profit and co-op housing sectors.

Limitations/Constraints

The majority of the existing social housing stock is managed through third-party agreements with private, non-profit and co-operative housing providers. As a result, success in meeting the targets in this section is largely dependent on the alignment of their policies, decisions, resources and actions with BC Housing's standards and requirements. External factors such as the aging of the social housing portfolio also impact the extent to which these targets can be met.

Goal 3

Provide Access to Appropriate Housing and Services for Vulnerable British Columbians

Access to stable housing plays an important role in enabling vulnerable families and individuals to move toward self-reliance, independence and opportunity. There are many households who face a combination of challenges in addition to their need for housing. These include frail seniors, individuals at risk of homelessness, people with mental illness or physical disabilities as well as those with alcohol and addictions challenges. It also includes vulnerable groups such as Aboriginals, youth and women with their children fleeing abuse. In many cases, these households require access to both housing and the appropriate support services to enable them to deal with many challenges and move forward in their lives. The following measures focus on the importance of access to stable housing – in terms of immediate access to emergency shelters for those who are homeless and living on the streets – as well as access to transitional, supportive, and long-term stable housing for other vulnerable groups and individuals.

Objective: Ease of Access to Housing (Revised)

MEASURES	FORECAST	TARGETS		
	2005/06	2006/07	2007/08	2008/09
Percentage of new applicants reporting satisfaction with the process	75%	Minimum of 75%	Minimum of 75%	Minimum of 75%
Percentage of nights where shelters are at full occupancy	New measure	Establish baseline	To be determined	To be determined

Objective: Available Housing Targeted to the Most Vulnerable

MEASURE	FORECAST	TARGETS		
	2005/06	2006/07	2007/08	2008/09
Percentage of clients belonging to priority groups	82%	84%	86%	88%

IMPORTANCE OF THE MEASURES AND TARGETS

Measure: Percentage of New Applicants Reporting Satisfaction with the Process

Based on the most recent data, BC Housing receives an average of 865 housing applications each month. In June 2005, an applicant feedback form was introduced to gauge satisfaction with the application process. To date, approximately 1,600 applicants have responded. This represents a response rate of approximately 30 per cent with the majority of respondents (92 per cent) reporting that they were satisfied with the process and with the information they received. This is well above the original target of 75 per cent. To ensure that responses are not positively skewed, the method for collecting this data will be revised to allow for independent external verification.

Measure: Percentage of Nights Where Shelters are at Full Occupancy (New)

This measure provides insight into the overall capacity of the emergency shelter system and the ability of those who are homeless to access available shelter beds. It is derived by comparing the total nights available to the number of nights where all of the emergency shelter beds funded by BC Housing are fully occupied. Since this is a new program for BC Housing and historical operating data is limited, a target has not been set for 2006/07. Data to support this measure will be tracked and reported over the reporting period to establish a baseline for future years.

Goal 3

Provide Access to Appropriate Housing and Services for Vulnerable British Columbians

Measure: Percentage of Clients Belonging to Priority Groups (Revised)

Current priority groups include seniors, persons with physical or mental disabilities, and individuals who are homeless or at risk of homelessness including women with their children fleeing abuse. The target reflects the number of households currently living in social housing or receiving assistance in the private rental market who fall within one of the designated priority groups. The percentage of households assisted from across the designated priority groups is expected to increase as existing units turn over and new units are completed. This is reflected in the set targets.

Future Plans

Ensuring vulnerable families and individuals have access to housing and support services will continue to be an important priority with funding and service partnerships playing a central role. In some cases, changes or modifications to the existing social housing stock may also be required to better serve the needs of vulnerable tenants over the long term.

In 2005/06, the scope of BC Housing's responsibilities changed to include the administration of emergency shelter beds previously funded by the Ministry of Employment and Income Assistance (MEIA). In addition, BC Housing received approval to enter into a devolution agreement to assume the administrative responsibility for 17,600 units of federally funded social housing in 2006/07. Both changes have created additional capacity at key points along the housing continuum as well as created important opportunities for improved operational efficiency.

Limitations/Constraints

As of September 30th, 2005, there were almost 14,000 households on BC Housing's applicant registry. Despite ongoing efforts throughout the province, there continue to be deficits at key points along the housing continuum.

Goal 4

Organizational Excellence

To build and maintain a sustainable housing system over the long term, BC Housing is committed to providing cost-effective solutions while at the same time protecting public investments. Strategies and initiatives that maximize the use of limited housing dollars are employed to achieve this. Providing effective financial oversight, controlling costs and leveraging additional resources are central to BC Housing's future success.

As part of the strategic planning process in 2005/06, BC Housing also initiated a means to gain employee feedback on key aspects of the work environment and to identify strategies for achieving organizational excellence. A key priority recognized through this process was employee engagement with an emphasis on building a culture of innovation and learning. As a result, building and maintaining a high level of employee engagement is a new objective added to this plan.

Objective: Financial and Operating Success (Revised)

MEASURES	FORECAST	TARGETS		
	2005/06	2006/07	2007/08	2008/09
Controllable administration costs as percentage of program delivery costs	10%	10% or less	10% or less	10% or less
Per-square-foot construction costs	Within ±5% of private sector benchmark	Within ±5% of private sector benchmark	Within ±5% of private sector benchmark	Within ±5% of private sector benchmark

Objective: High Level of Employee Engagement (New)

MEASURE	FORECAST	TARGETS		
	2005/06	2006/07	2007/08	2008/09
Employee engagement index	Top quartile of benchmark employers	Top quartile of benchmark employers	Top quartile of benchmark employers	Top quartile of benchmark employers

IMPORTANCE OF THE MEASURES AND TARGETS

Measure: Controllable Administration Costs as Percentage of Program Delivery Costs (Revised)

This measure assesses the efficiency of BC Housing's management practices by comparing controllable administrative costs to program delivery costs. The results will be benchmarked against the performance of housing providers in other jurisdictions through third-party verification. The baseline target of 10 per cent or less will be achieved through a number of strategies designed to reduce costs, increase recoveries and generate operating efficiencies.

Measure: Per-Square-Foot Construction Costs

This measure evaluates the per-square-foot construction costs of BC Housing developments with comparable developments in the private market excluding land. The targets have been set such that BC Housing's costs fall within a five per cent range when compared to the private market benchmark buildings. This measure will allow BC Housing to compare its costs and trends over time and demonstrate that value for money is being achieved.

Goal 4

Organizational Excellence

Measure: Employee Engagement Index (New)

In May 2005, BC Housing initiated a survey to measure the level of employee engagement. More than 60 per cent of staff participated in the survey with an average score of 70 per cent across the established indicators. Feedback from the external consulting team assisting in the design of the survey instrument suggests that a score of 70 per cent places BC Housing in the top quartile of comparable organizations. The survey results have been used to establish a baseline target with plans to complete the survey on an annual basis.

Future Plans

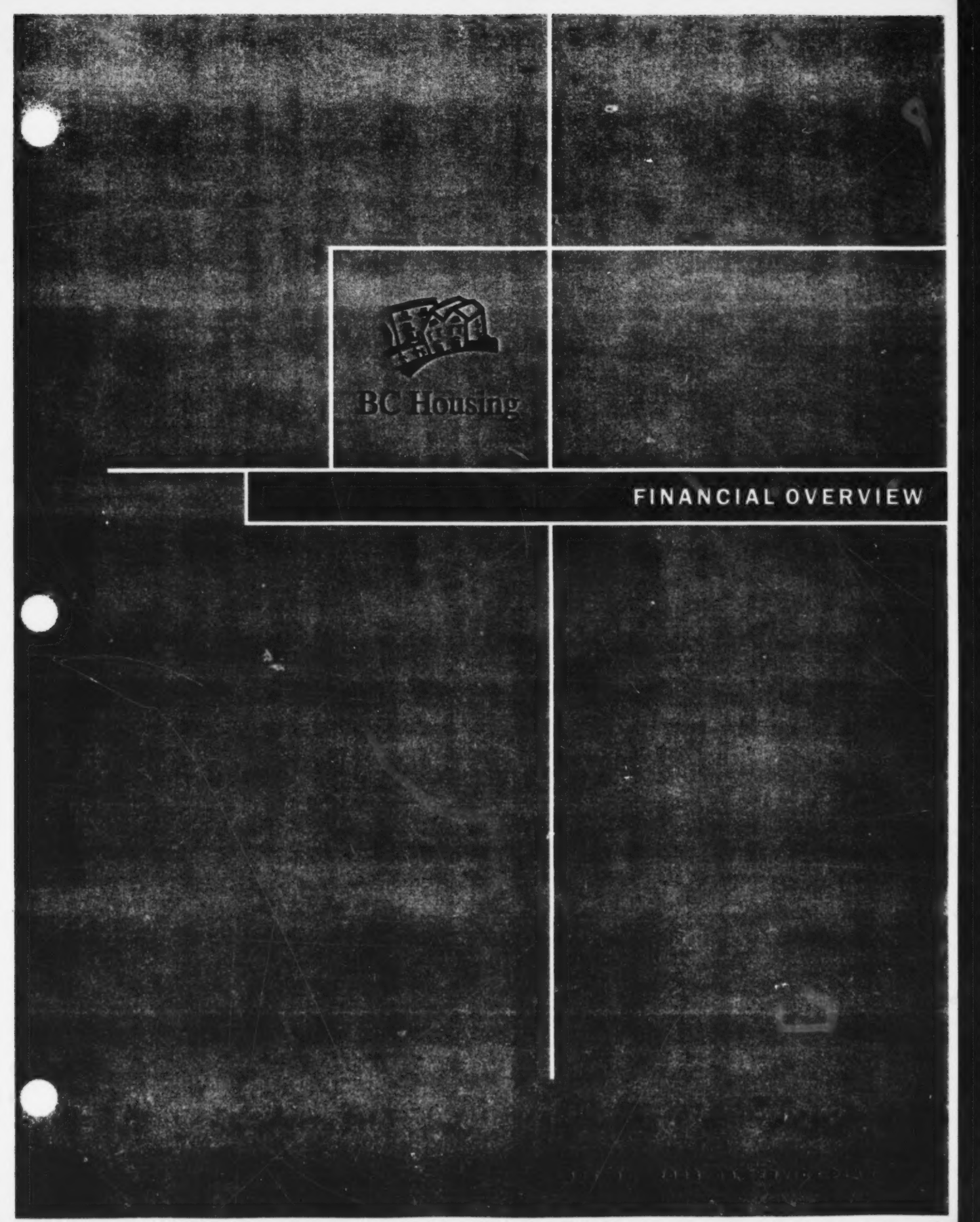
Through BC Housing's strategic planning process in 2005/06 there were a number of major corporate initiatives identified for the upcoming planning period such as the ongoing need to target resources to the most vulnerable through:

- innovative partnerships to ensure that appropriate housing and supports are available;
- new and better ways to use the existing housing stock including the devolved Federal social housing portfolio;
- building the capacity within the non-profit and co-op housing sector; and,
- promoting a culture of innovation, learning and employee engagement.

These are all multi-year initiatives involving many partners. Specific strategies or activities to support each of these directions will be included in individual branch and action plans which are currently being developed.

Limitations/Constraints

External factors, such as the aging of the social housing portfolio and funding and program constraints, will affect the extent to which the targets can be achieved. In addition, industry factors, such as interest rates and operating and development costs, will affect the outcomes related to new housing construction. The creativity, dedication and commitment of those who work at BC Housing will also play an important role in helping to shape future success.



FINANCIAL OVERVIEW

Summary Financial Outlook

The following table reflects the financial projections for the planning period including funding contributions from other partners. The 2006/07 budgeted allocation is 420 FTEs[1].

SUMMARY OF FINANCIAL RESULTS AND BUDGET PROJECTIONS — 2000/01 TO 2008/09
(IN THOUSANDS OF DOLLARS)

	2000/01 ACTUAL	2001/02 ACTUAL	2002/03 ACTUAL	2003/04 ACTUAL	2004/05 ACTUAL	2005/06 BUDGET	2006/07 FORECAST	2007/08 FORECAST	2008/09 FORECAST
	$	$	$	$	$	$	$	$	$
Revenues									
Provincial Share*	111,897	138,755	141,237	151,365	157,831	189,941	201,961	213,199	220,486
Federal Share	79,294	82,161	84,676	91,498	90,237	104,713	140,072	139,833	139,127
Other**	37,108	38,903	37,317	35,897	35,703	34,363	35,545	36,184	36,836
Total Revenues	228,299	259,819	263,230	278,760	283,771	329,017	377,578	389,216	396,449
Expenditures									
Non-Profit & Co-operative Housing***	135,871	159,435	164,422	179,753	183,505	209,084	252,478	262,836	269,558
Public Housing	47,012	51,907	51,549	52,870	55,033	61,684	53,335	53,589	54,294
Rent Assistance	26,399	27,486	26,390	25,919	24,571	35,878	43,829	44,920	45,292
Administration	19,008	20,662	20,829	20,146	20,595	22,371	27,936	27,871	27,305
Total Expenditures	228,290	259,490	263,190	278,688	283,704	329,017	377,578	389,216	396,449
Excess of Revenues over Expenditures	9	329	40	72	67	-	-	-	-

*In 2006/07 this includes funding of $194.8 million provided directly by the provincial government to BC Housing, plus $8.3 million in provincial funding provided through partnering ministries.
**This includes tenant rent and revenue from other sources.
***The mortgage rate is assumed to be 5.36% for 2006/07, 6% for 2007/08 and 6.65% for 2008/09.

BC Housing's provincial budget increased by 20 per cent or $32 million in 2005/06 due to the transferred administration of the provincial Emergency Shelter Program, enhancements to the SAFER program, and the completion of new housing units under the Independent Living BC (ILBC) and Provincial Homelessness Initiative (PHI) programs. Over the three-year planning period from 2006/07 to 2008/09, BC Housing's total budget will increase by a further 20 per cent or $67 million. This increase is mainly the result of:

- the devolution of federal housing administration, which adds $34 million in federal funding, and
- new housing units completed under the ILBC and PHI programs, and the full-year impact of the SAFER enhancements and Emergency Shelter Program transfer, which add $30 million in provincial funding.

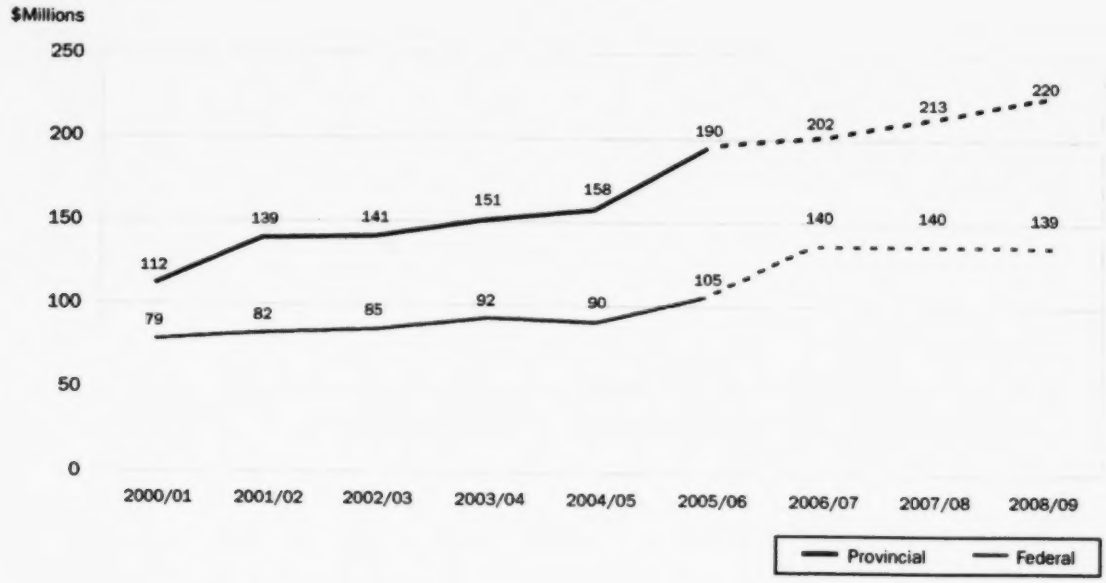
[1]*This has increased to reflect additional staffing related to the transfer of administrative responsibility for federal housing stock under devolution, the transfer of administrative responsibility for provincial emergency shelters, the increases to the SAFER program, the increased volume of construction activity, and the appointment of a full-time Chair to BC Housing's Board of Commissioners.*

BC Housing's total approved budget of $377.6 million in 2006/07 is the largest housing budget in the province's history and represents a 45 per cent increase ($118 million) since 2001/02.

Federal contributions of $130 million under Phase I and II of the Canada-BC Affordable Housing Agreement will be fully expended on the creation of new social housing by the end of the current planning cycle. Additional federal funding is anticipated under this agreement to assist with the creation of new ILBC and PHI units.

The federal government is expected to contribute $140 million in 2006/07, which comprises 37 per cent of total revenues and is the highest federal contribution ever. Federal funding is expected to gradually decline over time as building envelope remediation projects are completed and buildings under the older programs become fully amortized.

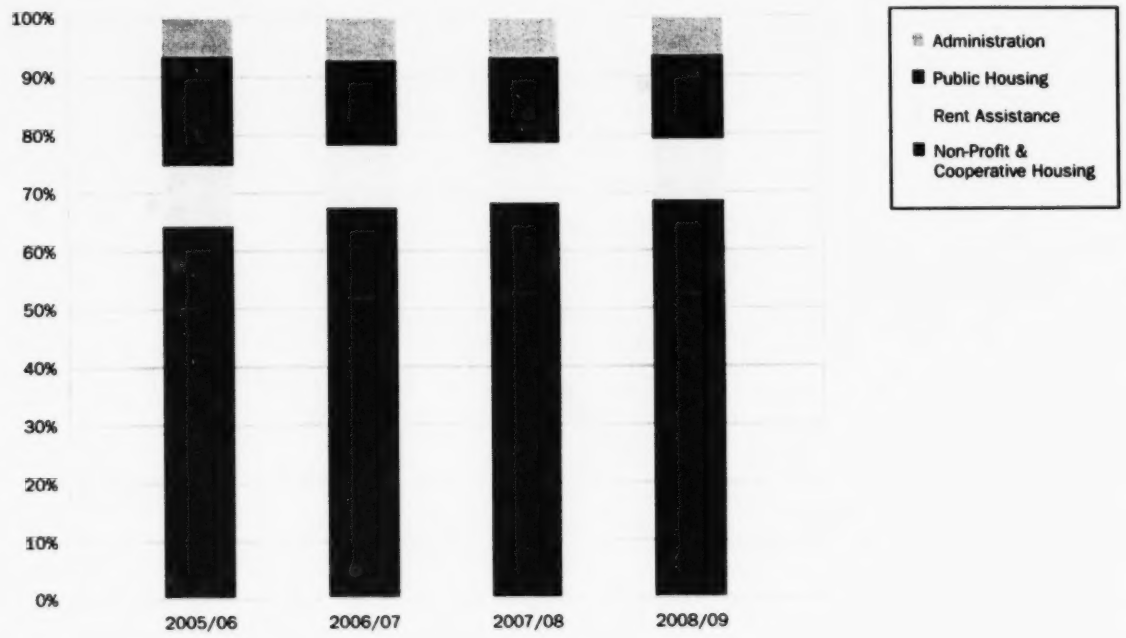
Contributions



Summary Financial Outlook (cont'd)

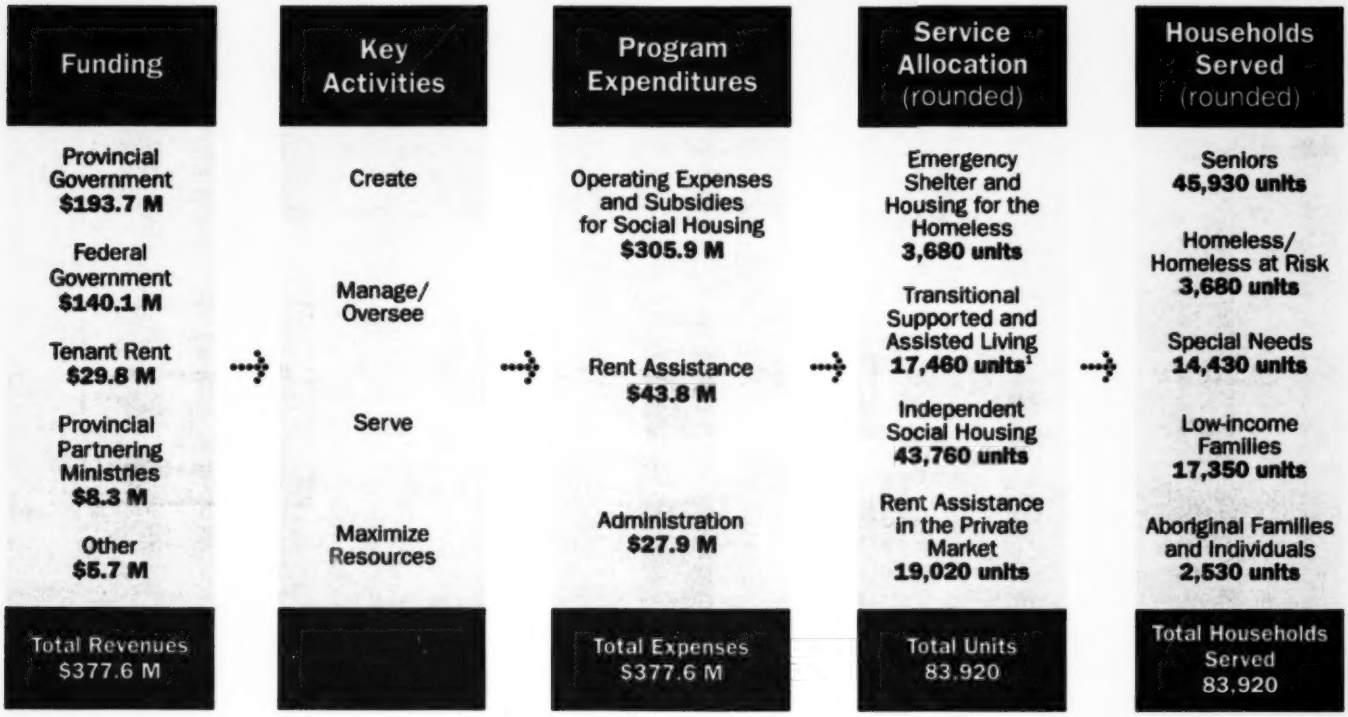
BC Housing has also developed a number of strategies to manage expenditure growth, contain costs and maximize the effect of its programs. Strengthened partnerships for new developments and streamlined program delivery, including subsidy administration, along with risk management strategies and continued reductions in administration expenses an overhead, will ensure BC Housing continues to meet its mandate in a cost-effective manner. The chart below shows tha although BC Housing's programs, housing units under administration and budgets are all increasing, the growth in administration costs is being controlled to ensure that BC Housing stays efficient. The chart also shows that public housing expenditures are declining as rent assistance and non-profit subsidies make up an increasing percentage of th housing budget.

Expenditures



BC Housing's 2006/07 Business Overview

The following provides an overview of BC Housing's key activities and the results expected to be achieved in 2006/07, followed by a discussion of expenses and revenue sources.


Funding
Key Activities
Program Expenditures
Service Allocation (rounded)
Households Served (rounded)
Provincial Government $193.7 M
Federal Government $140.1 M
Tenant Rent $29.8 M
Provincial Partnering Ministries $8.3 M
Other $5.7 M
Create
Manage/ Oversee
Serve
Maximize Resources
Operating Expenses and Subsidies for Social Housing $305.9 M
Rent Assistance $43.8 M
Administration $27.9 M
Emergency Shelter and Housing for the Homeless 3,680 units
Transitional Supported and Assisted Living 17,460 units[1]
Independent Social Housing 43,760 units
Rent Assistance in the Private Market 19,020 units
Seniors 45,930 units
Homeless/ Homeless at Risk 3,680 units
Special Needs 14,430 units
Low-income Families 17,350 units
Aboriginal Families and Individuals 2,530 units
Total Revenues $377.6 M
Total Expenses $377.6 M
Total Units 83,920
Total Households Served 83,920

BC Housing remains committed to providing affordable, safe, quality housing to British Columbia's most vulnerable citizens. In 2006/07, $377.6 million will be spent on developing, maintaining and managing 83,920 housing units through a mix of program options, of which 93 per cent is attributed to direct program operating costs, subsidies and rent assistance. The remaining seven per cent of BC Housing's operating costs is spent on program administration. Approximately 67 per cent of funding ($252.5 million in 2006/07) is allocated to non-profit and co-operative housing providers that operate every type of housing from emergency shelters to independent social housing. Almost $43.8 million is budgeted in 2006/07 for rent assistance to seniors living in the private market. Tenant rent and other revenues are expected to reach $35.5 million in 2006/07. This amount will increase over time as rents increase with inflation.

[1] *This includes approximately 1,380 seniors receiving assistance under ILBC living in the private market.*

Key Risks, Sensitivities and Risk Mitigation Strategies

BC Housing uses an enterprise-wide, risk management approach (as identified below) to identify and manage risks. All key operating departments determine risks, challenges and opportunities. Risk management strategies are then employed that balance current and future market and budget pressures with timing and implementation strategies.

Key Risks	Sensitivities	Risk Mitigation Strategies
Mortgage / interest rate fluctuations	• A 1% increase above the budgeted mortgage rate would increase housing subsidies by about $4.2 million in 2006/07 ($2.6 million provincial share) and up to $9.4 million in 2008/09 ($6.3 million provincial share)	• bulk tendering of mortgages • laddered renewal dates with less than 20% of portfolio renewed in a year • staggered mortgage terms • locked-in longer mortgage terms at lower interest rates • low-interest construction financing that reduces new housing capital costs which reduces ongoing subsidies
Construction cost increases	• market influences: material costs, availability of skilled labour and insurance costs • $10,000 per-unit construction cost increase = annual provincial subsidy increases of $1.8 million by 2008/09	• public tendering • bundling of similar projects • eligibility rosters • alternative construction forms including modular construction
Building envelope repair cost increases	• cost estimates are subject to revision pending completion of detailed assessments of Vancouver Island buildings • significant cost increases and delays to repairs already planned could further delay the target completion date, resulting in more serious deterioration	• long-term repair strategies including detailed examinations of at-risk buildings • accelerated repair program • implementation of design and construction standards incorporating recommended building techniques • rigorous maintenance programs for all new and repaired projects • pre-qualified skilled and specialized contractors • cost recovery, where feasible and warranted from parties responsible for design, construction and inspection of buildings
Lower incomes of housing tenants	• a 1% reduction in family incomes would reduce tenant rent revenues by $1.4 million ($1.0 million provincial share) for both public housing and non-profit housing	• reduction in bad debts and increased recovery • revenue generation
Capital asset repairs	• aging housing stock requires significant repairs to maintain health, safety and livability	• redevelopment; pro-active and preventative maintenance programs prioritizing the most critical repairs • implementation of sustainable, comprehensive strategies that yield lower maintenance costs in the future
Higher heating costs	• a $1.00 increase per gigajoule in the price of natural gas would increase the budgeted estimates by $1.5 million in 2006/07 ($0.9 million provincial share)	• development of a retrofit strategy • implementation and installation of energy-efficient equipment resulting in reduced energy consumption
Higher inflation	• a 1% increase in the consumer price index that is higher than budgeted would increase expenses by $0.9 million	• bulk purchasing for insurance, natural gas and appliances • best practices by housing providers
Labour negotiations	• a 1% wage increase would result in $0.2 million additional expenses in 2006/07 ($0.1 million provincial share)	• foster good working environment; provide training and advancement opportunities

Appendix A

Changes to the Goals, Objectives, Measures and Targets

In keeping with the requirements of the *Budget Transparency and Accountability Act* and the Service Plan Guidelines developed by the Crown Agencies Secretariat (CAS), this section sets out the key changes made to the goals, objectives, measures and targets as compared to previous planning and reporting periods.

Revised Goals

This service plan includes a number of changes to the goals as compared to the BC Housing 2005/06 - 2007/08 Service Plan.

Previous Goals	Revised Goals	Rationale
Respond to gaps in the housing supply	Respond to gaps in the housing continuum	The goal statement was changed to reflect the full continuum of options and strategies for responding to households in need — from access to emergency shelters to rent assistance for households in the private market.
Protect and manage existing housing for the long term		There were no changes made to this goal.
House eligible applicants and respond to those in greatest need	Provide access to appropriate housing and services for vulnerable British Columbians	This goal was revised to reflect the government's commitment to ensuring the housing needs of vulnerable British Columbians are being met.
Financial and operating success	Organizational excellence	This goal was revised to reflect feedback received from staff through the strategic planning process regarding the importance of promoting a culture of innovation and excellence through employee engagement.

New Objectives

There were also two new objectives added to the BC Housing 2006/07 - 2008/09 Service Plan:

- Adapt existing stock to target resources to the most vulnerable; and,
- High level of employee engagement

The importance of these objectives as well as the specific measures and targets related to these objectives are discussed in the body of this plan.

Appendix A

Changes to the Goals, Objectives, Measures and Targets

Revised Objectives

This service plan also includes a number of changes to BC Housing's key strategic objectives as compared to the previous planning period. In some cases, existing objectives were replaced with new ones, while in other cases slight modifications were made.

Previous Objectives	Revised Objectives	Rationale
Increased stock	Increasing housing options	This objective was revised to more appropriately reflect the full continuum of options from emergency shelters to rent assistance for households living in the private rental market.
Maintain the quality of existing assets		There were no changes made to this objective.
Adequate provisions for future requirements		There were no changes made to this objective.
Facilitation of the application process	Ease of access to housing	This objective was revised to include access to the full continuum of services provided through BC Housing from access to emergency shelters to housing assistance to eligible households.
Available housing targeted to the most vulnerable		There were no changes made to this objective.
Costs controlled	Financial and operating success	The previous two objectives were combined under this new objective of financial and operating success.
Value for money		

Revised Measures

This service plan also includes a number of changes to the measures as compared to the BC Housing 2005/06 - 2007/08 Service Plan. New measures added during this planning period are reflected in this table.

GOAL 1		
Previous Measures	**Revised Measures**	**Rationale**
Inventory of non-market housing	This measure has not been included in the performance measurement framework for this service plan.	While this measure is important for understanding the operating context, it is not necessarily a good performance indicator. As a result it will no longer be included as part of the performance measurement framework but will remain within the service plan document.
Number of new housing units created	Number of new units/beds created in priority areas	This measure has been revised to reflect BC Housing's expanded scope of responsibility in delivering the province's Emergency Shelter Program. As a result, any new shelter beds created will also be reported in this measure.
	Number of existing units adapted to higher priority needs (New)	This measure reflects the number of existing units within the social housing portfolio that have been adapted or re-targeted to serve a higher priority group. This measure was added to the service plan to reflect the importance of working to identify opportunities to adapt the existing stock to better serve the needs of vulnerable families and individuals.

GOAL 2		
Previous Measures	**Revised Measures**	**Rationale**
Percentage of clients reporting satisfaction with the quality and safety of their housing		There have been no changes to this measure.
Percentage of social housing developments meeting "best management practices"		There have been no changes to this measure.
Level of funding for future improvements to the stock	Percentage of social housing developments with adequate replacement reserve plans	This measure has been revised to reflect the percentage of social housing developments that have adequate replacement reserve plans in place, rather than the level of funding as reported under the previous measure.

Appendix A

Changes to the Goals, Objectives, Measures and Targets

GOAL 3		
Previous Measures	**Revised Measures**	**Rationale**
	Percentage of nights where shelters are at full occupancy (New)	This measure tracks the percentage of nights the emergency shelter beds funded through BC Housing are at full capacity. This measure will help provide a better understanding of service patterns by those who are homeless as well as identify potential situations where individuals may not be able to access the services they need.
Percentage of new applicants reporting satisfaction with the process		There have been no changes to this measure; however, future measurement will be done through independent third-party verification.
Percentage of units represented through The Housing Registry	This measure has not been included in the performance measurement framework for this service plan.	This measure will remain an important internal measure of BC Housing's success in facilitating the application process; however, it will no longer be reported externally.
Percentage of tenants belonging to priority groups	Percentage of clients belonging to priority groups	The wording of this measure has been revised to reflect the full range of housing and supports being offered through BC Housing from access to emergency shelters to housing provided under the BC Housing Health Services program. There is a change in emphasis from the use of the word tenants to include other clients and service users.

GOAL 4		
Previous Measures	**Revised Measures**	**Rationale**
Year-over-year increase in controllable operating costs	Controllable operating costs as percentage of program delivery costs	In reviewing the service plan measures and targets, it was determined that this revised measure provides a better assessment of the efficiency of BC Housing's management practices. It benchmarks BC Housing's performance against housing providers in other jurisdictions rather than against inflation.
Per-square-foot construction costs		There have been no changes to this measure.
	Employee engagement index (New)	This is a new measure that recognizes the importance of employee engagement and the role it plays in contributing to organizational excellence.

Revised Targets

The table below highlights the changes made to the service plan targets for 2006/07 as compared to the BC Housing 2005/06 - 2007/08 Service Plan.

Measure	Previous Target	Revised Target	Rationale
Number of new housing units created	925	1,997	Revised to reflect additional funding approved under Phase II of ILBC as well as units to be developed under the Provincial Homelessness Initiative.
Percentage of social housing developments meeting "best management practices"	Minimum of 95%	Minimum of 95%	No change
Percentage of clients reporting satisfaction with the quality and safety of their housing	Minimum of 80%	Minimum of 84%	Increased to reflect current levels of performance.
Percentage of new applicants reporting satisfaction with the process	Minimum of 75%	Minimum of 75%	No change
Percentage of tenants belonging to priority groups	84%	84%	No change
Per-square-foot construction costs	Competitive with the private market	within ±5 % of private sector benchmark	The target has been revised to better reflect the range of potential factors that can influence the outcomes related to this measure.

Appendix B

Disclosure of Key Reporting Judgments

In keeping with the requirements adopted by the government under the BC Reporting Principles, this section outlines how the measures used in this service plan were derived including the data sources used, the availability of comparable data and benchmarks, and the extent to which the reader can have confidence in the reliability of the information.

Goal 1 Respond to Gaps in Housing Continuum

MEASURE: NUMBER OF NEW UNITS/BEDS CREATED IN PRIORITY AREAS

This measure reflects the number new units or beds expected to be added at different points along the housing continuum over the planning period.

Data Source

The targets are based on the estimated number of housing units that will be completed and available to house people during the reporting period. The targets include units under the Independent Living BC program, the Provincial Homelessness Initiative, the Provincial Housing Program and Community Partnership Initiatives. New emergency shelter beds, and group homes developed in partnership with other ministries and agencies will also be included in the total units reported at the end of each year.

Reliability of the Data

The data to support this measure is tracked and reported internally by BC Housing. Information to support this measure is captured in BC Housing's BILD[1] system and updated on a regular basis by staff in Development Services, providing a high degree of confidence in the reported findings. At the same time, the complexity of the development process and the range of external factors that can influence the outcomes can result in the need for periodic adjustments to the targets.

Changes in Measurement/Reporting

This measure was revised to include additional emergency shelter beds as a result of the government's decision to transfer responsibility for the administration of emergency shelters to BC Housing as of October 31, 2005.

[1] *An application with full database capabilities used by the Development Services Branch to track details on developments/projects.*

Goal 1 Respond to Gaps in Housing Continuum (cont'd)

MEASURE: NUMBER OF EXISTING UNITS ADAPTED TO HIGHER PRIORITY NEEDS

This measure reflects the number of existing units within the social housing portfolio that have been adapted or re-targeted to serve higher priority groups.

Data Source

The data to support this measure is tracked and reported internally by Housing Operations. It includes individuals placed through the BC Housing Health Services Program and women with their children fleeing abuse who access housing through BC Housing's Priority Placement program. It also includes other potential partnership opportunities.

Reliability of the Data

The targets are based on historical data. While every effort will be made to meet or exceed the targets set out in this plan, it should be noted that the results are to some extent dependent on the policies, decisions, resources and actions of others, making it difficult to predict the outcomes.

Changes in Measurement/Reporting

This is a new measure and was not previously reported.

Appendix B

Disclosure of Key Reporting Judgments

Goal 2 Protect and Manage Existing Housing for the Long Term

MEASURE: PERCENTAGE OF CLIENTS REPORTING SATISFACTION WITH THE QUALITY AND SAFETY OF THEIR HOUSING

This measure reflects the overall level of satisfaction reported by tenants living in public housing.

Data Source

Current reporting is based on responses received through an annual tenant survey. The survey includes questions related to tenants' overall satisfaction with their housing and the management of their housing, the general level of safety and security of their housing, the cleanliness of their developments and the responsiveness of the housing management. The survey is self-administered to tenants living in public housing. Comparable data is not currently available for the non-profit housing portfolio.

Reliability of the Data

The survey was first introduced in 2003/04. The results have been relatively consistent across the previous reporting periods with approximately 3,200 responses annually. This represents a response rate of approximately 40 per cent, which is considered to be relatively good for a survey of this nature thereby helping to provide a reasonable degree of confidence in the results.

Changes in Measurement/Reporting

The BC Housing 2005/06 - 2007/08 Service Plan highlighted future plans to include a representative sample of non-profit and co-op housing developments in the tenant survey to provide a broader comparison. Resource constraints have delayed this phase of measurement, meaning the data pertains only to those living in public housing. At the same time, there have been other initiatives introduced in partnership with the BC Non-Profit Housing Association to gain a better understanding of the needs of tenants living in non-profit housing.

MEASURE: PERCENTAGE OF SOCIAL HOUSING DEVELOPMENTS MEETING "BEST MANAGEMENT PRACTICES"

This measure assesses the extent to which the developments within the social housing portfolio are meeting the established management and operating standards set out in existing operating agreements.

Data Source

Data to support this measure is captured through BC Housing's reporting systems including the Housing Provider Profile (HPP)[1], which allows for comparisons to be made across the portfolio as well as with industry standards and benchmarks where appropriate.

Reliability of the Data

While the Housing Provider Profile provides a means of systematically collecting and reporting on portfolio performance across a number of dimensions, the results can be influenced by a number of factors including differences in operating contexts and programs, geographic locations, tenant needs, management experience, portfolio size, and the age and condition of the housing stock.

Changes in Measurement/Reporting

In 2005/06, changes were introduced to the way in which this information is captured and reported to provide a comprehensive picture across the entire social housing portfolio (both public housing as well as non-profit housing developments). Future reporting will continue to follow this approach.

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[1] *The collection of key information on a housing provider performance through the budget, financial review and operational review processes.*

Goal 2 Protect and Manage Existing Housing for the Long Term (cont'd)

MEASURE: PERCENTAGE OF SOCIAL HOUSING DEVELOPMENTS WITH ADEQUATE REPLACEMENT RESERVE PLANS

This measure reports on the percentage of social housing developments that have adequate replacement reserve plans in place.

Data Source

Data to support this measure is captured through BC Housing's reporting systems by Program Operations with this measure being included in the Housing Provider Profile.

Reliability of the Data

Information to support this measure is reviewed and updated on a regular basis by staff in Program Operations thereby providing a high degree of confidence in the reported findings. It does not include information for all social housing developments, specifically ones that received one-time or fixed funding. Similarly, this measure does not apply to new developments that are in the start-up phase and in the process of establishing a base budget. In addition, it should be noted that differences in building age and condition as well as management experience can influence the outcome.

Changes in Measurement/Reporting

This new measure was introduced during this planning and reporting period. It replaces the previous measure, which was the level of funding available for future improvements to the stock.

Appendix B

Disclosure of Key Reporting Judgments

Goal 3 Provide Access to Appropriate Housing and Services for Vulnerable British Columbians

MEASURE: PERCENTAGE OF NIGHTS WHERE SHELTERS ARE AT FULL OCCUPANCY (NEW)

This measure tracks the percentage of nights where the emergency shelter beds funded through BC Housing are at full capacity.

Data Source

A system for tracking and reporting this data is being established as part of the transfer of administrative responsibility for this program from the Ministry of Employment and Income Assistance (MEIA) which became effective on October 31, 2005.

Reliability of the Data

Given this is a new program there is limited operating data available to support this measure. There will, however be a range of external factors that can influence the outcomes including differences across regions, client groups and seasons. These factors will be considered as structures and processes are put in place to ensure appropriate information is being collected and reported for future years.

Changes in Measurement/Reporting

This is a new measure.

MEASURE: PERCENTAGE OF NEW APPLICANTS REPORTING SATISFACTION WITH THE PROCESS

This measure captures information on applicants' satisfaction with the application process and with the information they received when applying for social housing.

Data Source

A feedback form is included in the information package provided to households applying for social housing. The form asks applicants for feedback on their satisfaction with the information they received. Applicants are also asked about their general level of satisfaction with the process including the knowledge and helpfulness of staff.

Reliability of the Data

This measure was introduced in June 2005. To date, more than 1,600 responses have been received, which represents a response rate of approximately 30 per cent. To ensure that responses are not positively skewed, the method for collecting this data will be revised to allow for independent external verification.

Changes in Measurement/Reporting

This measure was first introduced in 2005/06. As noted, changes will be made in the way in which this information is collected in the future.

Goal 3 Provide Access to Appropriate Housing and Services for Vulnerable British Columbians (cont'd)

MEASURE: PERCENTAGE OF CLIENTS BELONGING TO PRIORITY GROUPS

This measure reflects the percentage of households assisted from one of the designated priority groups including seniors, persons with physical or mental disabilities, and individuals who are homeless or at risk of homelessness including women with their children fleeing abuse.

Data Source

Data to support this measure is based on client data captured in BC Housing's INHOUSE[1] system.

Reliability of the Data

Due to information limitations, this measure is likely under-reporting the extent to which the needs of the designated priority groups are being served through access to social housing. Changes in BC Housing's application process expected to be implemented in 2006/07 and findings from the survey of non-profit housing providers currently in progress should help to provide better information and improve reporting in this area.

Changes in Measurement/Reporting

Future reporting will include priority groups assisted through the federal social housing stock being transferred to BC Housing as well those using the emergency shelter beds funded through BC Housing. It is anticipated that improvements in data collection methods and strategies will help to provide a more complete and reliable picture for future reporting.

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[1] *An integrated application system based on the Informix Relational Database platform. It has many modules linked together enabling the Finance, Purchasing and Housing Services departments to work togeth*

Appendix B

Disclosure of Key Reporting Judgments

Goal 4 Organizational Excellence

MEASURE: CONTROLLABLE ADMINISTRATION COSTS AS PERCENTAGE OF PROGRAM DELIVERY COSTS

This is a standard financial measure that compares salaries and overhead costs with program delivery costs as a measure of the efficiency of BC Housing's management practices. It will be benchmarked against housing providers in other jurisdictions.

Data Source

Data to support this measure is captured in BC Housing's financial information systems. External comparisons with developments in other jurisdictions will also be used where information is available to create an appropriate benchmark.

Reliability of the Data

There is a significant degree of variation within the social housing stock that can influence the outcome of this measure. In addition, it is important to have comparable data and a common chart of accounts.

Changes in Measurement/Reporting

This measure replaces the previous measure that compared year-over-year increases in controllable operating costs with inflation.

MEASURE: PER-SQUARE-FOOT CONSTRUCTION COSTS

This measure compares per-square-foot construction costs for housing developed by BC Housing with comparable developments in the private market (excluding land). The targets have been set such that BC Housing's costs fall within a range of five per cent above or below the private sector benchmark buildings. This measure will allow BC Housing to compare its costs and trends over time and demonstrate that value for money is being achieved.

Data Source

Data to support this measure will be generated through the use of external cost consultants. These consultants will draw from local private market data sources and construction industry cost publications such as Marshall & Swift, Hanscomb and Means Construction Cost Data.

Reliability of the Data

There are many different factors that can influence the relevance of construction cost data including time, location, building form, unit mix, amenities, scale, efficiency and quality. To overcome the limitations identified, BC Housing will work with external industry experts to develop an appropriate methodology for creating suitable benchmarks.

Changes in Measurement/Reporting

Baseline data will be gathered during the 2005/06 reporting period. This information will be used to guide and inform future reporting.

Goal 4 Organizational Excellence (cont'd)

MEASURE: EMPLOYEE ENGAGEMENT INDEX (NEW)

In May 2005, BC Housing initiated a survey designed to measure the level of employee engagement. More than 60 per cent of staff participated in the survey with an overall average score of 70 per cent across the established indicators.

Data Source

Data to support this measure will be generated through an annual survey designed to track and report on changes in staff attitudes and perceptions over time. There were nine indicators that were used in this initial survey ranging from questions related to staff perceptions of their relationship with their manager or supervisor to the level of recognition and support that staff receive in various capacities.

Reliability of the Data

The survey was developed with the assistance of external consultants who actively work with organizations in developing and implementing strategies designed to promote employee engagement. Based on the feedback received, a score of 70 per cent places BC Housing in the top quartile of comparable organizations. The results have been used to establish a baseline target with plans to complete the survey on an annual basis.

Changes in Measurement/Reporting

This is a new measure. The 2005/06 results will provide a baseline for future reporting.

Appendix C

Key Relationships – Roles and Responsibilities

The table below highlights some of the different funding and service relationships that exist within the social housing system and which help to meet the needs of vulnerable British Columbians.

PARTNER	Emergency Shelters	Public Housing	Non-Profit and Co-operative Housing	Rent Assistance in the Private Market
BC Housing	• Administers operating funding • Oversees through operating agreements	• Oversees third-party property management of remaining stock • Ensures appropriate eligibility and placement of tenants • Partners with service providers to support vulnerable tenants	• Provides financing and mortgage administration • Administers subsidies for up to 35 years • Oversees through operating agreements	• Provides rent assistance • Ensures appropriate eligibility
Provincial Rental Housing Corporation (PRHC)	• n/a	• Owns land and buildings for approximately 40 per cent of developments and shares ownership with federal funding partners for the remainder	• Owns land and buildings for minority of developments • Leases properties to non-profit societies and co-operatives	• n/a
Delivery Partners (shelter providers, non-profits, co-operatives and private sector)	• Manage property • Provide intake and referral services • Provide temporary shelter and expanded services during the cold and wet weather months	• Provide contracted services to 30 per cent of developments	• Provide transitional, supportive, assisted and independent housing • Own land/buildings for majority of developments • Manage property • Select tenants • Partner with service providers	• Own land/buildings • Manage property • Select tenants
Health Authorities	• Provide some support services	• Provide some support services	• Fund services in supportive and assisted living projects for seniors, people with disabilities and those who are homeless	• Fund support services • Rent supplement agreements with private landlords
Federal Funding Partners	• Provide operating funding for some shelters • Provide capital construction grants to some projects	• Share ownership of some sites with PRHC • Cost-share all developments under federal/provincial agreement	• Cost-share some developments under federal/provincial agreement • Provide capital construction grants to some projects	• Cost-share some developments under federal/provincial agreement
Other Partners (Ministry for Children and Family Development, Ministry of Employment and Income Assistance, Ministry of Health and municipalities)	• Provide rent assistance, support services and/or accommodation	• Provide rent assistance, support services and/or accommodation	• Provide rent assistance, support services and/or accommodation	• Provide rent assistance, support services and/or accommodation

Glossary

Assisted Living: Assisted living units are self-contained apartments for seniors or people with disabilities who need some support services to continue living independently, but do not need 24-hour facility care. Services provided include daily meals, social and recreational opportunities, assistance with medications, mobility and other care needs, a 24-hour response system and light housekeeping.

Cold Wet Weather: Cold wet weather services include shelter facilities and services that operate and/or are funded on a seasonal basis. Shelters add cold wet weather beds (seasonal beds and mats) to provide the option of a warm, dry place to sleep for people who are homeless as winter weather sets in and the need increases. There are also emergency shelter facilities that are open only during the winter months.

Co-operative housing: A housing development in which individual residents own a share in the co-operative. This share grants them equal access to common areas, voting rights, occupancy of an apartment or townhouse as if they were owners, and the right to vote for board members to manage the co-operative. Each member has one vote and members work together to keep their housing well-managed and affordable.

Core Housing Need: Households in core housing need are those individuals who currently reside in housing that is either in need of major repair, does not have enough bedrooms for the size and makeup of the household, or costs 30 per cent or more of their total income, and who are unable to rent an alternative housing unit that meets these standards without paying 30 per cent or more of their income.

Emergency Shelter: Short-stay housing of 30 days or less. Emergency shelters provide single or shared bedrooms or dorm-type sleeping arrangements, with varying levels of support to individuals.

Group Home: A small, community-based development, usually under 10 beds/units, that provides affordable housing with supports to those with special needs including individuals with severe mental and physical disabilities, youth, and women with their children fleeing abuse. BC Housing provides administration and property management support for group homes on behalf of other provincial ministries and health authorities.

Housing Providers: Non-profit housing societies and housing co-operatives that own and manage subsidized housing developments. This term can also include private market landlords, through which BC Housing provides rent assistance to low-income households.

Non-Profit Housing: Rental housing that is owned and operated by community-based non-profit societies. The mandates of these societies are to provide safe, secure, affordable accommodation to households with low to moderate incomes. Most non-profit housing societies receive some form of financial assistance from government to enable them to offer affordable rents. Each society operates independently under the direction of a volunteer board of directors.

Operating Budget: The annual budget for a non-profit or co-operative housing development. The budget forecasts the costs of operating a development, based on income and expenses, and is used to determine the subsidy level BC Housing provides each month to run the building.

Public Housing: Housing that is jointly funded by the provincial and federal governments and predominantly managed by BC Housing. Most of these developments were constructed in the 1950s and 1960s.

Glossary (cont'd)

Rent Assistance: Rent supplement agreements with private landlords as well as housing allowances paid directly to households in the private market.

Social Housing: Includes both public housing and housing that is owned and managed by non-profit and co-operative housing providers.

Subsidized Housing: Encompasses all types of housing for which the provincial government provides a subsidy or rent assistance, including public, non-profit and co-operative housing, as well as rent assistance for people living in private market housing. It also includes emergency housing and short-term shelters.

Subsidy: BC Housing provides monthly subsidies to organizations to fund the costs of operating subsidized housing units. The subsidy is based on the operating costs set out in the annual budget, less the total rents/housing charges collected from tenants. Subsidy payments include rent subsidies/repayable assistance and cover the mortgage payments, building maintenance and other shelter-related costs.

Supportive Housing: Housing that provides ongoing supports and services to residents who cannot live independently and are not expected to become fully self-sufficient.

The Housing Registry: Centralized database of applicants' information and housing providers co-ordinated by BC Housing. It allows individuals to apply for housing with multiple service providers using one application form.

Transitional Housing: Housing that is provided for a minimum of 30 days and up to two or three years, which includes the provision of on- or off-site support services to help people move towards independence and self-sufficiency. Transitional housing is often called second-stage housing and includes housing for women with their children fleeing abuse.

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